

U.S. DEPARTMENT OF STATE

STATE

M A G A Z I N E



JULY/AUGUST 2006

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Democracy in the Americas

Democracy is prospering in the Americas today, and it is inspiring to watch the great strides that the free peoples of our hemisphere are making. Yet, democracy in the Americas is still a work in progress, and now is a very important moment. This year alone, citizens of 16 countries will go to the polls all across the



Western Hemisphere, and they will set the future course for their democracies.

The United States is fully committed to helping the peoples of Latin America consolidate their democratic transitions. Under President Bush, we are more engaged than

ple and in practice. To be effective, democracy must be more than elections. Institutions must function transparently and accountably. Democratic governments must create opportunities for all of their people. Most importantly, democracy must get results.

Democracy produces what President Bush calls “a revolution of expectations,” and rightly so. In free societies, people expect to be rewarded for their hard work, and they want to share in the success of their countries. Too often, the citizens of Latin America do not feel the benefits of democracy in their daily lives. So the great challenge in our hemisphere is to strengthen the link between democracy and human development.

To achieve this goal, America’s diplomats are working with all of our democratic partners in Latin America. Together, we are working to reduce poverty and inequality in the region. We are freeing countries from the crushing burden of debt. We are bolstering the connection between security and prosperity. And we are trading in freedom with more of the people of our hemisphere than ever before. Through our efforts, we are empowering our Latin American partners to meet the challenges and the growing expectations of their young democracies.

The United States believes in the great promise of our hemisphere, and we

“The progress of Latin America is nothing short of remarkable, and now, at this important moment for the future of democracy, our diplomats are rising to the challenge.”

ever in our hemisphere, and the men and women of the State Department are leading the way.

Our diplomacy is rooted in partnership, not paternalism, and we charge no ideological price for good relations with the United States. Instead, we are working with every Latin American government—from the left to the right—that is committed to democracy, both in princi-

ple and in practice. To be effective, democracy must be more than elections. Institutions must function transparently and accountably. Democratic governments must create opportunities for all of their people. Most importantly, democracy must get results. Democracy produces what President Bush calls “a revolution of expectations,” and rightly so. In free societies, people expect to be rewarded for their hard work, and they want to share in the success of their countries. Too often, the citizens of Latin America do not feel the benefits of democracy in their daily lives. So the great challenge in our hemisphere is to strengthen the link between democracy and human development. To achieve this goal, America’s diplomats are working with all of our democratic partners in Latin America. Together, we are working to reduce poverty and inequality in the region. We are freeing countries from the crushing burden of debt. We are bolstering the connection between security and prosperity. And we are trading in freedom with more of the people of our hemisphere than ever before. Through our efforts, we are empowering our Latin American partners to meet the challenges and the growing expectations of their young democracies. The United States believes in the great promise of our hemisphere, and we believe that the people of the Americas will achieve it. The progress of Latin America is nothing short of remarkable, and now, at this important moment for the future of democracy, our diplomats are rising to the challenge. They are supporting the free peoples of the Western Hemisphere. And together, we are building a more just, a more secure and a more prosperous community of democracies. ■

A Class Act

It's a very strong memory. Mary Ryan was telling her hastily assembled front office staff that a few minutes earlier the Under Secretary for Management had demanded her retirement. As Mary's Visa deputy assistant secretary, I sat with my Consular Affairs colleagues in stunned disbelief and penetrating sadness (and in my case at least, seething anger) as we all fumbled for words.

I suddenly remembered that Mary was shortly due in the Director General's office to be sworn in as chair of a Senior Foreign Service promotion panel. I suggested to her that I call the DG to advise that Mary wouldn't be coming. She shook her head vigorously in reply. "No, no, no. I have to go. They don't have anybody else." Mary Ryan refused to abandon her beloved Department. A class act, our Mary. A class act indeed.

Wayne Griffith
St. Petersburg, Fla.

Mary Ryan's Humanity

With great sadness, I learned of the death of a distinguished colleague and good friend, Mary Ryan. When I joined the Foreign Service a few years after Mary, she mentored me as she did so many and I was honored when she agreed to preside over my swearing in as ambassador to Guinea-Bissau.

I suppose that everyone who knew Mary has a favorite story of her fabled kindness. Mine happened during the violent coup that rocked Bissau in 1998. As mortar shells and bullets flew around the embassy, I talked to Mary on the phone. She was in the Operations Center, where she had come to check on me, the staff and Bissau's American citizens. She wanted to know if there was anything she could do for me. I asked her to talk to my family and reassure them, and so every day for a week the assistant secretary for Consular Affairs found time to call my family and the families of the rest of the embassy staff who asked.

Never have I been as disappointed in the Department as when Mary was forced to retire for what appeared to me to be a fine job of executing pre-9/11 Administration policy. Ever the consummate professional,

she took it in stride, retired and cheerfully embarked on a busy schedule of volunteer activities in the D.C. area.

In the end, Mary will be remembered not for her intellect, which was substantial, nor her managerial skills, which were exceptional, but for her humanity, which was legendary. She will be greatly missed.

Peggy Blackford
Retired Foreign Service officer
New York, N.Y.

Going Too Far?

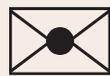
I read the article on "Public Diplomacy: Soccer Matches" (May) and thought it was a great idea, but I am taken aback by the photo of Iraqi Provincial Action Officer Rachel Schneller. Perhaps she is Muslim, but if not, why is she covering her hair?

We arrived in Baghdad in 1960 and had a 27-month tour. Despite political unrest, I never felt the need to wear an abaya or cover my hair.

We were Americans in a foreign country, not Americans attempting to be Iraqis. We respected the cultural differences, but not to the point of trying to be

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something we were not. We represented the United States and were proud to do so.

Sheila Faulkner
Wife of a retired Foreign Service officer

We Must Not Forget

A pity that only "...more than 50 attend-ed..." the Holocaust Days of Remembrance event (June). Perhaps a greater impact might be made if the 1939 voyage of the St. Louis were required study for all employees.

Hundreds ultimately died because this group of 937 Jewish refugees fleeing Hitler's death camps was refused entry to the U.S. Within sight of Miami, Florida, they were forced to return to the Europe they had only just escaped.

France, Belgium, Holland and Great Britain ultimately took them in, but, citing immigration laws, the State Department denied them sanctuary.

We must never forget that lapse.

Richard Kranker
U.S. Agency for International Development,
retired
Hendersonville, N.C.

Setting Priorities and Meeting Goals

This is the first of what will be a regular column to report on what we are doing and achieving in the bureaus and offices of the Management Family.

Last August, shortly after I was sworn in as Under Secretary, the Management team held an offsite and developed six priorities, together with specific goals and metrics, for fiscal year 2006 to support transformational diplomacy: the President's Management Agenda, which is the Administration's strategy for improving the management and performance of the Federal government; Rightsizing and Regionalization; Open Doors and Secure Borders; Training and Operational Readiness; Quality of Life; and Knowledge Management.

I want to discuss our progress on some of our FY 2006 goals that directly affect you.

Achieving overseas pay equity. This is a top quality of life goal and is the highest legislative priority for the M Family this year. The Administration has approved the Department's legislative proposal to modernize the Foreign Service pay system and address the growing overseas pay gap for Foreign Service Officers at the FS-01 level and below. This legislation, combined with the funding in the President's FY 2007 budget request, will link pay increases to performance and address the pay inequalities that have resulted from locality pay.

In fact, the overseas pay for FS-01s and below is currently 17.5 percent less than the Washington, D.C., level. This gap would be eliminated in two steps: 9 percent in April 2007 and the remainder in April 2008. This

programs we have, such as our structured, one-year Civil Service program, which has already paired 900 people, and the opportunity for all new FSOs and specialists to have an individual mentor as part of their orientation program.

Situational mentoring and new mentors will be available for both Civil Service and



Foreign Service to allow issue-specific focus. Mid-level Foreign Service Officers and specialists are now encouraged to request a mentor. The Family Liaison Office is beginning to match interested family members with mentors. Mentoring was on the agenda at the recent FSN Conference.

Increasing Distance Learning opportunities and completions for American

of topics, including management skills, communications, desktop computing skills and technical courses such as computer networking. We want to bring education to your desktop.

Delivering four new Transformational Diplomacy course offerings and incorporating TD themes into leadership and tradecraft courses. We have so far completed four transformational diplomacy seminars—focusing on democracy building, promoting human rights, controlling and eradicating disease and, most recently, fighting corruption—bringing together leaders from across the interagency community. Two more—on counterterrorism and rule of law—are planned for this fiscal year. All levels of our mandatory leadership training courses—from those for mid-grades through senior levels, including new ambassadors and deputy chiefs of mission—as well as our tradecraft courses now incorporate discussions of transformational diplomacy.

We are developing a new online course so colleagues at every level will understand what transformational diplomacy means and how everyone can practice it. And this fall we will send all our posts a guide on how to incorporate discussions of transformational diplomacy into the results-oriented reviews they lead on progress toward their major mission goals.

Increasing the number of OpenNet Everywhere users. ONE allows our colleagues to securely access the Department's unclassified Intranet and their e-mails and files from outside the Department. Anytime, everywhere, access to information for all State employees is a basic business requirement, and we are moving aggressively toward implementation. We are investing in mobile computing technologies, especially through wireless personal digital assistants such as BlackBerries and remote system access via State's ONE. In FY 2006, we have so far doubled our number of ONE users from 1,600 to 3,204. Mobile diplomats need access.

These are only a few of the many results. I look forward to reporting to you on our FY 2007 plans and goals in the September issue. ■

“Anytime, everywhere, access to information for all State employees is a basic business requirement, and we are moving aggressively toward implementation.”

legislative proposal is now on the Hill, and the Secretary and I will continue to vigorously advocate for it.

Mentoring opportunities for everyone: FS, GS, EFM, FSN. Our goal is that by this fall everyone in the Department—Civil Service, Foreign Service, family members or Locally Engaged Staff—who wants a mentor will have one. We want to build on the fine

officers, FSNs and family members. Our goals for FY 2006 are to increase FasTrac course completions by 50 percent and custom distance learning offerings by 25 percent. We are on target with 4,446 FasTrac completions and 76 custom course offerings to date. The FasTrac Distance Learning program at FSI offers access to more than 3,000 courses on a wide variety

NEWS

OBO Director Wins Newsmaker Award from Construction Weekly

General Charles Williams, director and chief operating officer of the Bureau of Overseas Buildings Operations, received one of 25 Top Newsmakers Awards in April from the *Engineering News-Record*, a prestigious weekly published by McGraw-Hill Construction.

General Williams was honored for leading the OBO team in standardizing design and upgrading security at U.S. embassies. A McGraw-Hill press release noted that he won congressional confidence by implementing standard embassy designs, design-build project delivery and an Industry Advisory Panel.

Since his arrival, more than 30 new embassies and consulates have been completed, 36 projects are in design or construction and 14 more are in the pipeline for this year.

Awards were given to people or projects that were covered in *ENR* and made a significant contribution to the construction industry. Honorees over the years have included President Kennedy, for enacting a \$1.2-billion program to aid construction of college buildings, as well as managers of the military construction effort in Vietnam, the trans-Alaska pipeline and construction of the World Trade Center.



Engineering News-Record's Jay McGraw, left, smiles as General Charles Williams poses with his Top Newsmakers Award.

NOT THE WORLD CUP + BOOKFAIR LOOKING FOR DONATIONS + POWELL RESIDENTIAL PLAZA DEDICATED IN KINGSTON + 'SHAVE-A-THON' ENDS IN BALD SOLIDARITY + STATE DEPARTMENT SOARS AS UNDERGRAD CAREER CHOICE

The three teams pose for a group photo. Congress is in red, the EU in blue and State in white.



Not the World Cup

On June 10, just as the 2006 World Cup was getting under way, a very different international soccer contest took place in Washington.

Three teams—representing the European Union embassies, Congress and the State Department—met at St. Albans School for a friendly tournament. State's enthusiastic squad drew from multiple bureaus and included spouses and offspring. The actual tallies of the games are not fit to print. It's enough to say the EU all-stars dominated and Congress edged State in a tight match to take second place.

But the real result was a celebration of the shared joy in the game of soccer across cultural and generational boundaries. State's strikers will be back next year.

This year, for the 46th time, the Associates of the American Foreign Service Worldwide will sponsor its annual book fair to raise funds for Foreign Service family member scholarships and other Foreign Service community projects. The Art Corner is accepting donations now for the October sale. Call (202) 223-5796 for information on donating books, CDs, DVDs and videos.

As usual, the BOOKFAIR will be held in the Diplomatic Exhibit Hall of the Harry S Truman Building. It will open Friday, Oct. 13, and close Sunday, Oct. 22.



Powell Residential Plaza Dedicated in Kingston

The Colin Powell Residential Plaza for U.S. Embassy staff in Kingston, Jamaica, opened last October and was dedicated in February. Participating in the unveiling of the commemorative plaque, from left, are Vernon Meikle, representing former Secretary Powell; Desmond McKenzie, mayor of Kingston; U.S. Ambassador Brenda LaGrange Johnson; General Charles Williams, director of the Bureau of Overseas Buildings Operations; Sue M. Cobb, ambassador to Jamaica from 2001 to 2005; and Stanley McLelland, ambassador to Jamaica from 1998 to 2001.

The 34 high-rise apartments provide stunning views of the Blue Mountains and Caribbean Sea.



'SHAVE-A-THON' ENDS IN BALD SOLIDARITY

On April 12, 2005, Rob McCutcheon bet Usha Pitts a shaved head that she couldn't beat him in a 10-kilometer race one year hence.



The few, the proud, the sheared—Usha Pitts and Rob McCutcheon.

The time passed quickly and word spread. Other members of the U.S. Interests Section in Havana promised to give moral support by joining in the race.

The big day came, and half the mission showed up to run, walk and cheer in the "Shave-a-Thon." Prizes were awarded to the male winner (Coast Guard Representative Rod Rojas) and female winner (Office

Management Specialist Jennifer Zienin). Usha and Rob battled it out until the bitter end, but solidarity was the ultimate winner: Both shaved their heads.

A dozen other USINT employees and family members took advantage of the on-site barber to get haircuts—from the conservative "take a little off the sides" to the shiny, but ever-popular "bald and bad."

USINT employees and their families are confined to the city limits of Havana, and relations with the government are tense. Physical fitness and exercise are important in this high-stress environment and a good way to pass the time. With the encouragement of Foreign Service Health Practitioner Christine Rada, USINT currently places third worldwide among Department groups participating in the Presidential Challenge. Four USINT staff members are training for half and full marathons.

In the coming months, USINT will inaugurate several pieces of new gym equipment. Meanwhile, a group of women and men run three to seven miles home from work together three times a week. The U.S. Marines at post hold an open volleyball game every week for Americans and third-country nationals.

Thanks to the Presidential Challenge, the Shave-a-Thon and each employee's individual efforts, the USINT community sports a cleaner, leaner, more "wind-swept" look.

STATE DEPARTMENT SOARS AS UNDERGRAD CAREER CHOICE

The Department of State jumped to 3rd place from 36th a year earlier as an ideal employer in an annual poll of undergraduates reported by *BusinessWeek*. The 2006 survey results are based on 37,000 undergraduates in the Class of 2006. The Department is the highest-ranking federal agency, listed right behind top-ranked Walt Disney and second-ranked Google.

Among minority undergraduate students, the Department also significantly increased its rank as an ideal employer, achieving fourth place, behind Google,

Disney and Microsoft. The results are based on 10,000 minority undergraduates in the Class of 2006.

The ranking of ideal employers is based on undergraduates' selection of their top five picks from 189 companies and agencies that were frequently mentioned by students in the previous annual survey.

The Department also ranked 14th out of 100 employers as an ideal employer for undergraduate business majors and 12th for minority MBAs and undergraduates.

STATE

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The submission deadline for the October 2006 issue is August 15. The deadline for the November 2006 issue is September 15.

Meeting New Realities

I am deeply honored to serve as the Director General of the Foreign Service and Director of Human Resources at the Department of State. I appreciate the confidence that the President and Secretary Rice have shown in selecting me for this important position.

When I entered the Foreign Service 25 years ago, I could not have imagined that I would one day be asked to take on the critical task of ensuring that the Department's most important resource—its talented team of Foreign Service, Civil Service, Locally Employed Staff and Family Members—is ready and able to take on the demands and challenges of diplomacy in the 21st century.

Secretary Rice has asked the men and women of the Department to lay new diplomatic foundations to secure a future of freedom for all people. I am working with my colleagues in HR to create a workforce that can implement the Secretary's vision.

We are focusing on ensuring that we recruit and hire the best people, both in the United States and abroad. Our U.S. workforce must represent a broad cross section of our population. Under the Secretary's guidance, we are realigning our presence overseas and adjusting our staffing to meet new realities.

effectively with our civilian and military partners, particularly at times of crisis or disaster. Expanding and strengthening the capabilities of our people to meet these requirements are among my highest priorities.



In this transformational age, we must tap into the experience and talents of all members of the State Department family. I hope to expand the pilot rotational program for Civil Service employees, both

privilege of attending the 5th Annual FSN Worldwide Conference. In response to FSN concerns about delayed evaluations, we have developed a new Employee Performance Report. The new EPR streamlines the evaluation form, speeds up the evaluation process, preserves an honest dialogue between employee and supervisor and helps avoid delays in within-grade increases. We will be releasing the new form to the field in the near future.

As you know, the world our employees face each and every day overseas is becoming more difficult and dangerous. More than 10 percent of our overseas Foreign Service positions are at posts where life is too dangerous to allow families to accompany them, and all of these posts are staffed by FSNs, as well.

Sadly, our colleagues have given their lives in service to our country in greater numbers. We are also keenly aware that terrorism is no longer limited to a handful of countries. It can, and does, strike anywhere, and we must do our best to ensure our employees' safety.

My experience tells me that if we want our employees to do their best, we must do better at meeting their needs and helping them support their families. For those who serve in our U.S. positions overseas, this will include an ongoing review of allowances and incentives as well as a continued search for employment opportunities for our family members. For our FSN colleagues, we are currently looking at pension options to enable a retirement without financial worries for those who have served long and well. We are still in the early stages of this project, but hope to have more information to share in the near future. I will also assist the Secretary in instituting a modernized performance-based pay system for the Foreign Service that fairly compensates our men and women.

I look forward to playing my part in ensuring that America is prepared to meet its diplomatic challenges, today and in the future. I also look forward to working with you to create a stronger, more capable Department of State. ■

“My experience tells me that if we want our employees to do their best, we must do better at meeting their needs and helping them support their families.”

More of our men and women will be serving in emerging democracies or transitional states. To work effectively in this environment, our employees must engage foreign peoples directly and coordinate

domestically and overseas. I would also like to see them be active participants in our public outreach efforts.

We must also strive to address the concerns of our people. Last month, I had the

Department Child to Work Program Stretches Boundaries



Local television news personality Barbara Harrison developed instant rapport with the Department's children of all ages.

Every April, like clockwork, the population at the Department of State swells. It grows because years ago the Department decided to make Take Your Child to Work Day more than an excuse to skip school.

The program, managed by the Office of Employee Relations, almost outgrew itself this year. A record 684 children pre-registered online for some 53 activities sponsored by 21 of the Department's 51 bureaus and major offices. More than 100 children registered for activities after pre-registration closed, stretching the Department's capabilities to the limit.

"The Department's Take Your Child to Work Day program has become so popular that it is expanding beyond the resources available to manage it," says Mary Jean Dixon, who manages the program for Employee Relations. "The Employee Relations office is already working on next year's plans and looking at alternative approaches within available resources."

Children registered for the 2006 program could choose from a menu of activities that would take them around the globe—from Brazil to Africa, Asia to Europe. Activities included a field trip to the Washington Zoo, sponsored by the Bureau of Oceans and

International Environmental and Scientific Affairs; a walking field trip to the World War II Memorial, sponsored by the Bureau of Intelligence and Research; and a visit to the Brazilian American Cultural Institute, sponsored by the Bureau of Western Hemisphere Affairs.

Some children opted to visit the Office of Overseas Buildings Operation in Arlington, where they were sworn in as honorary architects, engineers, designers and security specialists for the day. So sworn, they then explored with OBO personnel the process of creating a "model" embassy for the 21st century, the U.S. Embassy in Phnom Penh.

BY ROB WILEY AND ALESANDRA ANN SCHOLL



Other children learned a few words in a new vocabulary—sign language used by the professionals in the Employee Relations office who communicate with the Department’s hearing impaired. Still others chose to participate in the Bureau of Administration’s Amazing Race-Library Style, where participants used typical library resources to follow clues in a race to the finish line.

Future Colleagues

Deputy Assistant Secretary for Human Resources Teddy Taylor officially opened the special day by recognizing the program as the federal government’s largest Take

Your Child to Work event.

“We do this because you are a part of the greater State Department family, and it’s important for you to see where Mom or Dad works and learn about what they do,” he told an overflow audience in the Dean Acheson Auditorium. “It’s also important for you to have a chance to see and participate in a bureau activity, which will show you the work of that part of the Department. Perhaps you’ll consider a career in the Department or federal government in 10 or 20 years.”

Mr. Taylor then introduced keynote speaker Barbara Harrison, co-anchor for

NEWS4 Today and the weekly reporter for Channel 4’s Wednesday’s Child segment, which features area children available for adoption. After holding a “conversation” with the Department audience about her TV work, especially her work with children, Ms. Harrison showed several segments from Wednesday’s Child.

“Some of the things I do aren’t fun, like reporting on child abuse and children who don’t have great parents like you do,” she said. “In more than 25 years I’ve met several thousand foster children, and more than 20 percent of those we’ve featured on Wednesday’s Child have been adopted. As



Left: Ginger, Diplomatic Security's bomb-sniffing dog, with handler Jim Volosin, won over the crowd even before finding the hidden inert explosives. Top: A tired but satisfied group of children finish their tour of the German chancery. Above: These children visited the Employee Relations office for a quick course in a different language—sign—from sign language interpreter Jeffrey Bowden and volunteer Victoria Reilly from Resource Management.

soon as these children have loving homes like you do, they blossom.”

Ms. Harrison, who also co-anchors Channel 4's News4 weekday news program at 10 a.m., went into the crowd to field questions from lines of children. Despite running late for her news program, she stayed to answer each question from several dozen children.

Following her presentation, then-acting Director General John O'Keefe swore in the assembled children as Honorary Employees-for-a-Day as they took the same oath of office their parents swore to when they became federal employees.

Embassy Tours

Tours of foreign embassies—Latvia, Kenya and Germany—proved very popular. The tour of the German embassy filled just minutes after registration began. Fifteen children and three adults joined the tour.

In the ambassador's residence, a German guide showed the children the reception hall, gentlemen and ladies' salons, the kitchen and more. The architectural theme of the residence was squares, and almost everything in the building, from the furniture to the windows and the art, reflected the theme.

“I like it because they have a lot of sunlight and a lot of windows,” said one girl, 10. “And they have a cook to cook food for you.”

In the chancery, the children toured the ambassador's office and heard a briefing on

Germany in a conference room.

Patricia Garate, a financial services officer in the Bureau of Resource Management who served as a chaperone, said she was impressed that the conference room was dedicated to Friedrich Wilhelm von Prittwitz und Gaffron, the only German ambassador who resigned from the foreign service in protest of Adolf Hitler's policies.

“Take Your Child to Work Day seems very well organized. It's a great opportunity for the children,” said Ms. Garate. “The children are now asking a lot about what I do at work. It's a perfect age to catch them.” ■

Mr. Wiley is the editor of State Magazine; Ms. Scholl was deputy editor of State Magazine.

A student gets her fingerprints placed in a passport.



Not Just Another Day at the Office

BY MELANIE KERBER

Nineteen students skipped school April 26 to attend the third annual “Take Your Child to Work Day” in Brussels, Belgium. The event, sponsored by the community liaison office, included children from Joint Administrative Services, the U.S. Embassy and the U.S. Mission to the European Union.



Left: Jon Miracle gives a computer lesson. Right: Students talk to U.S. Ambassador to Albania Marcie Ries via digital video conference. Bottom: The best part of bio-chem training was the facemask.



Intern Aaron Cathey led the students through a 40-minute negotiating session with high stakes: **sodas and candy bars.**

The day began with a photo session with Ambassador Tom Korologos, chief of mission of the embassy. He briefed students on his job and took questions. When asked, “What is the funniest thing that has happened to you as ambassador?” he said his tiny dog, Oatsie, helped transatlantic relations between French President Jacques Chirac and President Bush. Oatsie got loose and would not be corralled while the two presidents were meeting. Both paused, talked about their dogs and resumed business—a great ice breaker and a memorable moment in diplomacy.

The next stop was the red-carpet premiere of the newly released USEU DVD, providing an overview of the mission. Public Affairs Advisor Anne Barbaro and her assistant greeted the group and supplied popcorn.

The Federal Aviation Administration office rolled out the welcome mat and invited students to participate in a plane-landing simulation. Using a laptop computer, they were able to view planes in the sky and successfully land them while receiving communication from the tower. All agreed that it was “way cool.”

The regional security office provided lots of bells and whistles. After students learned how fingerprinting is used as a means of

identification, they had their prints rolled and placed in passports. Then they participated in bio-chem training, tried on bulletproof vests and activated glow sticks, similar to those used in hazardous conditions.

Following lunch with their parents, students interviewed U.S. Ambassador Marcie Ries, chief of mission in Albania, via digital videoconference. Ambassador Ries answered questions about the Albanian culture and people.

Intern Aaron Cathey led the students through a 40-minute negotiating session with high stakes: sodas and candy bars. Once all parties were satisfied, the young diplomats went to breakout groups to practice the delicate art of calligraphy or dismantle computers and locate motherboards.

The final activity was a mock reception where students had a snack while “working the room” to learn facts about each person attending. USEU Deputy Chief of Mission Mike McKinley officiated at the certificate ceremony and photo op.

Lots of fun, lots of learning and lots of memories to take home. ■

Melanie Kerber is one of two community liaison officers in Brussels.

Top right: Extensive poppy cultivation is one of the challenges facing the PRT. Bottom right: The author sits with students in a second-grade class. The team's civil affairs group supported construction of a wall around the school. Below: Most of Helmand Province features a desert landscape.



Afghan Provincial Reconstruction Team

On May 1, the U.S. flag was lowered for the last time at Provincial Reconstruction Team Lashkar Gah in Afghanistan. The United Kingdom took charge of the PRT, and the remaining Americans officially became guests of our British colleagues.

Lashkar Gah is one of 23 PRTs, civil-military teams deployed throughout Afghanistan to extend the reach of the Afghan government, enhance security in the provinces and facilitate reconstruction and development.

The concept was developed in 2002 by the U.S. government, and the first PRT was established in Gardez, Paktia Province, in January 2003. The United States runs 14 of the teams,

while other countries, such as Germany, Italy, Lithuania, Spain, Sweden and the United Kingdom, are in charge of 9.

PRT Lashkar Gah is in southern Afghanistan's Helmand Province. At about 50,000 square miles, the province is the country's largest; it is approximately the size of England. Its main feature is the Helmand River, which runs from the north to the southwest. Aside from the river deltas, most of the province is desert. There is no firm population figure, but estimates vary from about 800,000 to 1.4 million.

HOT SPOT

Helmand is one of Afghanistan's more volatile provinces. Since the beginning of January, anti-Coalition forces have killed 3 district chiefs and 32 policemen. In April, there were two vehicle-borne improvised explosive devices just outside the PRT entrance. Helmand, along with Kandahar, Urozgan and Zabol Provinces, represents a Taliban strong-

Transformational Diplomacy in the Afghan Desert **By Dave Wise**

hold. Government control in much of the countryside is tenuous at best.

Helmand has a porous 162-kilometer border with Pakistan, allowing for extensive narcotics smuggling. Narcotics play a large role in the challenging security situation in the province, which produced 25 percent of Afghanistan's poppy crop in 2005—more than 26,000 hectares.

U.S. involvement in Helmand dates to the 1950s, when the U.S. Agency for International Development and the Peace Corps began working there. In the 1970s, USAID supported construction of the Kajeki Dam in northern Helmand as well as an irrigation and canal system along the Helmand River. USAID also constructed most of the public buildings in Lashkar Gah, the provincial capital. There were enough American children in Lashkar Gah to support a school.

USAID is again very active in Helmand. Its focus is assisting farmers in cultivating legitimate crops and weaning the province from opium dependency. The agency also supports road construction, refurbishment of the Kajeki Dam turbines and rehabilitation of the canal and irrigation system. Unfortunately, its contractors are increasingly targets of antigovernment forces.

A 492nd Civil Affairs Battalion team, led by Major Eric Koutouc, a State Department officer when not on active duty in the U.S. Army Reserves, implemented reconstruction projects in every district in Helmand. Major Koutouc said education projects provided a great deal of satisfaction because “we could see their immediate impact.” He said it was gratifying to see how enthusiastic Afghans were for schools and educational materials.

SEAMLESS TRANSITION

PRT Lashkar Gah “stood up” in June 2004. Since its inception, it has completed more than 150 construction and humanitarian assistance projects valued at about \$10.5 million. Reflecting on his tenure as PRT commander, Lt. Col. David Sias said he was proud to have had the opportunity to help in the effort to rebuild Helmand Province. He said the transition to the British was seamless, noting that the U.K. engineers and others involved had gone out of their way to minimize disruption as they implemented various construction projects.

Much will change at the PRT. The U.S. team's population varied from about 90 to 110 soldiers and civilians, including civilian representatives from State, USAID and the

U.S. Department of Agriculture. The Texas National Guard provided internal security and force protection. In contrast, the U.K. PRT will include the headquarters of the U.K. task force assigned to the province and will number about 400 when all elements are in place.

The U.K. PRT will focus on security and reform of the security/justice sector, capacity building of government entities and economic and social development.

The team will also have a more international flavor. A Danish civil affairs team is preparing to join. A contingent of Estonian soldiers will deploy with the U.K. military, and one civilian adviser will join the PRT.

As did the United States, the United Kingdom faces many challenges in Helmand province: extensive opium poppy cultivation, tribal rivalries, corruption and weak governance. The United States has made a good start and provided important assistance to many citizens. With the United Kingdom's expanded civilian and military deployment, the goal is better days ahead for one of Afghanistan's most troubled provinces.

The author is the U.S. Embassy in Kabul's representative to the Provincial Reconstruction Team in Lashkar Gah.

The U.S. flag is lowered at PRT Lashkar Gah during the ceremony transferring the camp to the United Kingdom.



Local Time

A DAY IN THE LIFE OF
A STATE PRT OFFICER

While no day is “typical,” here is a summary of one day's activities. On this day, I participated in a civil affairs mission to dedicate the beginning of a road construction project. This mission offered a chance to engage local leaders.

0600: Wake up, shower and breakfast.

0700: Attend a briefing for the civil affairs mission to Sangin district. An intelligence officer reinforces the need for vigilance, since anti-Coalition forces are suspected of being in the area.

0800: Mission departs the PRT.

1000: The PRT convoy arrives in Sangin town district center. The district chief and police chief welcome us, and everyone proceeds to the road construction site. The district chief and Major Koutouc give short speeches about how this road will help citizens of Sangin and the neighboring district of Mousa Qala engage in commercial activity.

1100: On return to the district center, the chief convenes a “shura” (council meeting) consisting of local officials and elders. They discuss their concerns, which include a deteriorating security situation,

the need for a new school and additional road projects. Major Koutouc notes the requests but makes no promises.

1200: Discussion continues over a lunch on a mat under some trees.

1300: The PRT mission departs Sangin and returns to the PRT without incident.

1600: All military heads of departments and civilian staff (State, USDA and USAID) meet for the commander's daily briefing. I report that the district chief appeared quite nervous about being seen with U.S. military forces. (A few months later, the district chief was killed.)

1700: Post cleanup. This is a real challenge, considering the omnipresent dust of Helmand Province.

1800: Dinner and more discussion about the mission.

1900: I prepare a report on the mission for the embassy. Our erratic Internet connection cooperates, and the report goes out. I retire to my room in the barracks, which I share with the USAID representative, to watch an episode of *The Sopranos*.

2230: Lights out. ■



And the Survey Says...

FLO SURVEY FINDS WHAT FAMILIES REALLY WANT **BY ANN DeLONG GREENBERG**

The Family Liaison Office recently performed an online employment Survey of Spouses and Members of Household worldwide to gauge their key interests and concerns in a highly mobile global lifestyle. This is the first time FLO conducted a survey of this magnitude, and the response was overwhelming. Neil Newhouse of Public Opinion Strategies teamed up with Going Global to create and implement the survey.

“The fact that fully one-third of eligible family members and members of household took the time to fill out what was a complicated and detailed survey shows not only a high level of feedback, but a real interest in the topic areas covered by the poll,” Mr. Newhouse said.

While some of the results were surprising, others validated the concerns FLO has already heard, and indicated where FLO can do more to support families. The top three quality of life issues respondents mention when bidding on a post are child-related issues, security issues and family member employment.

FLO also gained some interesting insights into the demographics of family members at post: eight out of ten spouses and members of household are women; two-thirds are U.S. born spouses, 21 percent are naturalized citizens born abroad, 7 percent are foreign-born spouses and 5 percent are members of household.

The results indicate that foreign service family members are highly educated and talented. Three-quarters have at least a college education, and half of those also have a graduate or professional degree. They have experience in a wide range of professional fields, from education and health to engineering and law.

Some of the gender differences were particularly striking. For example, while the number of male and female family members with college degrees was roughly equivalent, 56 percent of men had a peak salary more than \$60,000. Only 26 percent of women had achieved that salary level. In the U.S., men were more likely to work in the private sector—41 percent of men vs. 19 percent of women—and disproportionately prefer full-time employment—70 percent of men vs. 41 percent of women.

The survey showed that family members overwhelmingly want to work. Nearly nine out of ten said they will seek employment on a future assignment. More than half the respondents are employed, while one in five is actively looking for work. Limited mission jobs and young children at home are the most cited reasons why family members are not working.

More than 80 percent stated they are somewhat or very satisfied with their current job, even though 42 percent reported working outside their career field. U.S. Missions are the largest employer of family members abroad, and nearly two-thirds of respondents expressed a preference for jobs inside the mission. Compensation (salary/pension), career development and location are the top reasons to work within the mission.

To assist family members interested in working inside the missions, FLO supports the Professional Associates Program, also known as the Hard-to-Fill Program, which allows eligi-

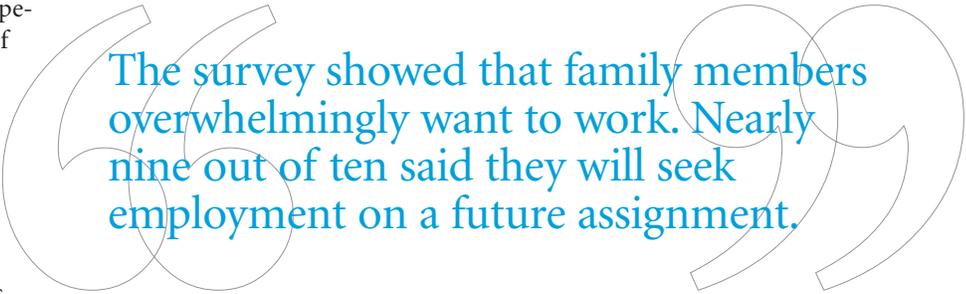
ble family members to bid on Foreign Service positions that remain underbid. Eligible family members also can enroll on a space-available basis in the Basic Consular Course and other functional training courses through FSI.

There is a strong connection between higher education levels and increased desire to work outside the mission. Those who prefer to work outside the mission pointed to favorable working hours and job satisfaction. Respondents said that job search assistance, language training and development of a portable career interest employment seekers the most.

The Strategic Networking Assistance Program, currently operating at 35 posts overseas, provides country-specific job search assistance and supports the employment needs of family members seeking work on the local economy. Almost all SNAP users, 93 percent, supported continuing and expanding the service, and 70 percent said it was very important to have SNAP at a post when bidding on future posts.

The Family Member Employment Report tracks employment trends at individual posts. This snapshot of employment is an essential tool for bidding employees in helping them to make informed assignment decisions and can be accessed on FLO’s intranet site. For those returning to Washington, D.C., FLO facilitates a biweekly Job Seekers Networking group and publishes a regular electronic job bulletin, *The Network*.

FLO manages a number of career development initiatives for family members. These include e-Entrepreneur workshops, aimed at training family members how to create a portable,



The survey showed that family members overwhelmingly want to work. Nearly nine out of ten said they will seek employment on a future assignment.

home-based business via the Internet, and professional development fellowships that enable them to maintain, enhance and/or develop professional skills overseas.

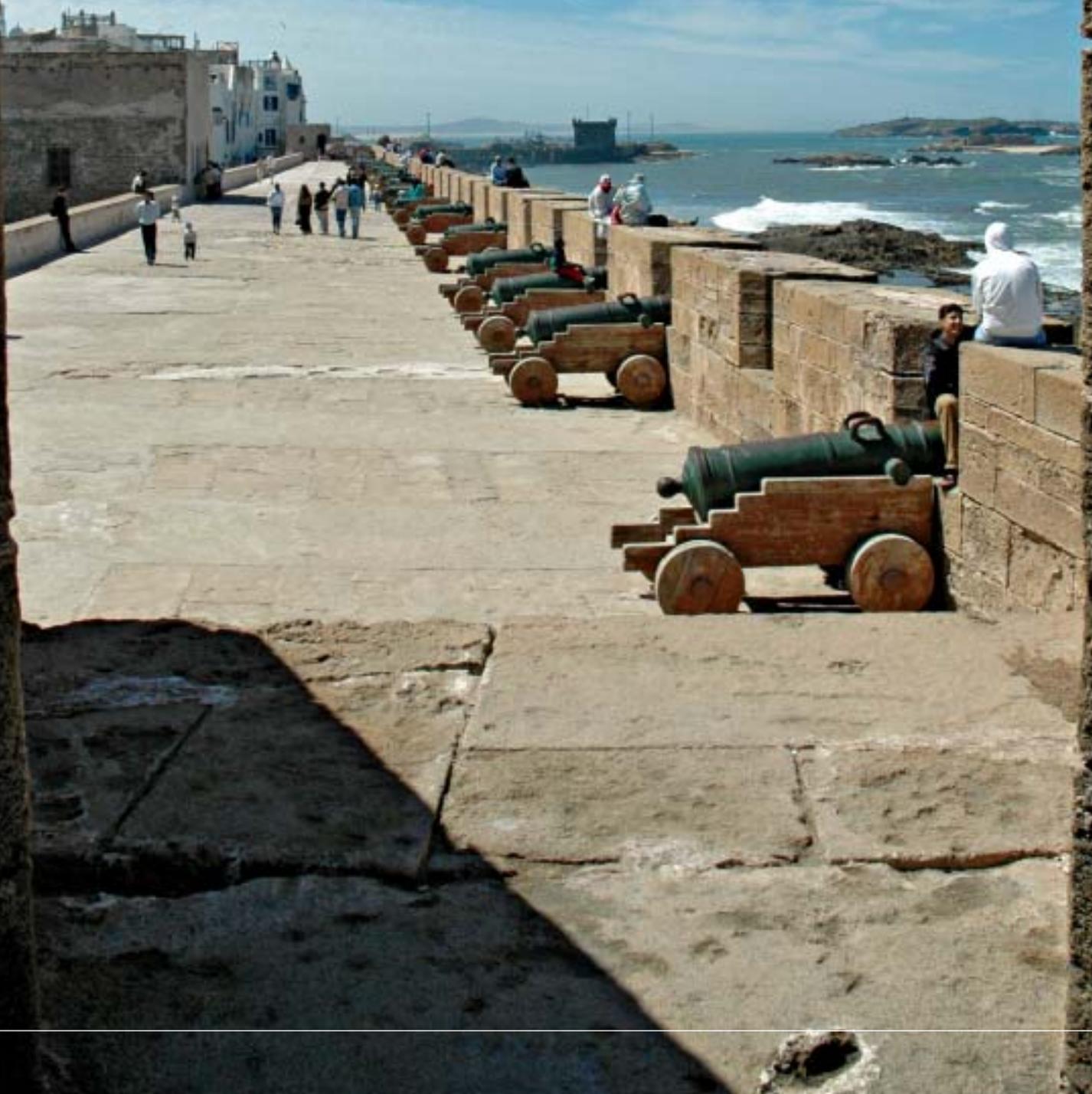
Despite extensive FLO outreach efforts, respondents are largely unfamiliar with FLO programs to address family member employment issues. For more information about all of FLO’s programs and initiatives, please visit the web site at <http://www.state.gov/m/dghr/flo/>.

The Family Liaison Office will use the information gathered by the survey to determine the future direction of programs and services in its role as advocate for family members worldwide. Our clients have spoken and we are listening. ■

The author is the director of the Family Liaison Office.

FLO would like to thank the Una Chapman Cox Foundation for its support in financing this survey and other employment initiatives for Eligible Family Members and Members of Household, including a Special Education Certificate Scholarship, the Professional Development Fellowships, Family Member Language Scholarships and e-Entrepreneur training.

The Cannons of Essaouira guard the Bay on ramparts designed by Frenchman Theodore Cornut.





Rabat

**Ancient Capital of a
Forward-Looking Kingdom**

By Ken Davies

The Cape Spartel Lighthouse near Tangier is a popular travel destination.



A SEA OF VOICES CALLING THE FAITHFUL TO PRAYER WASHES OVER RABAT AS THE SUN BEGINS TO KISS THE MORNING SKY. AS DAY BREAKS, TAXIS VIE WITH BUSES, BMWs AND THE OCCASIONAL DONKEY CART ON THE BROAD BOULEVARDS LINED WITH PALM TREES, ANCIENT CITY WALLS, SMALL CAFES AND GRAND GOVERNMENT BUILDINGS.

Located on the Atlantic Ocean at the mouth of the Bou Regreg River, the bustling city of Rabat, opposite the ancient city of Salé, is the capital of the Kingdom of Morocco. Casablanca, farther down the coast, is the nation's largest city and largest port, its commercial and industrial heart.

While maintaining important construction, food processing and textile industries, Rabat is best known as the center of diplomatic activities, housing

all foreign embassies and a vast number of nongovernmental agencies. Historically, the area served as an operations hub for the Romans, the Moors and even bands of pirates who plied their trade throughout the Mediterranean and the North Atlantic.

Most of the almost 30 million Moroccans are Sunni Muslims of Arab, Berber or mixed Arab-Berber stock.

The Alaouite dynasty has ruled Morocco since 1649. The country

became a protectorate of France in 1912, achieved independence in 1956 and has continued to evolve as a democratic society ever since. The country is now run as a constitutional monarchy headed by King Mohammed VI, who has initiated far-reaching political, economic and social reforms. Prime Minister Driss Jettou is aggressively pursuing an economic program that includes increased housing and education opportunities.

AN EARLY FRIEND

Morocco recognized the United States in 1777 and began formal relations in 1787, when the two nations signed a treaty of peace and friendship. Still in force, it is the longest unbroken treaty in U.S. history. The American Legation in the port city of Tangier, the first U.S. government property in Morocco, is the only building on foreign soil that is listed in the U.S.

PHOTOGRAPHS: U.S. EMBASSY IN RABAT

National Register of Historic Places. It now serves as a museum.

The U.S. chancery in Rabat houses the offices of the State Department, Foreign Commercial Service, Defense Attaché, Agriculture Department, Office of Defense Cooperation and Legal Attaché. Off-site facilities house the U.S. Agency for International Development, the Public Affairs section and the Peace Corps. The U.S. Mission also includes the Consulate General in Casablanca and the International Board of Broadcasters facility outside of Tangier. Altogether, 120 direct-hire American employees and 305 Locally Employed Staff work for the mission.

Weekends are filled with desert adventures, trips to the souk, golfing, horseback riding, days at the beach and numerous community activities. Families are frequently involved in school-sponsored events, while all members of the diplomatic community participate in sporting and social events. As vibrant cultural centers, Rabat and Casablanca both offer fine dining and international music events.

JOINT ECONOMIC SUCCESS

In January, a Free Trade Agreement between the U.S. and Morocco came into effect. The agreement is the second in the Arab world and the first in Africa. It provides new trade and investment opportunities for both countries and will encourage economic reforms and liberalization already under way.

In addition, Morocco recently qualified for Millennium Challenge Account funding, making it the first non-Least Developed Country to do so. Eligibility is based on the principle that aid is most effective when it reinforces sound political, economic and social policies that promote poverty reduction through economic growth.

Moroccan nongovernmental organizations secure reform-oriented assistance from the Middle East Partnership Initiative, which supports activities that advance democratic, economic and education reform and women's empowerment.

PEACE IN THE WESTERN SAHARA

The issue of sovereignty over Western Sahara has been one of the most important political issues in Morocco for many years. The territory, a desert area bordering the Atlantic Ocean, has been contested by

AT A GLANCE



Country name

Morocco

Capital

Rabat

Government

Constitutional monarchy

Independence

March 2, 1956 (from France)

Languages

Arabic, Berber dialects and French

Population

33.2 million

Total area

446,550 square kilometers

Approximate size

Slightly larger than California

Currency

Moroccan dirham (MAD)

Per capita income

\$4,200

Population below poverty line

19 percent

Imports

Crude petroleum, textile fabrics and telecommunications equipment

Exports

Clothing, fish, inorganic chemicals, transistors and crude minerals

Export partners

France (33.6 percent), Spain (17.4 percent) and the United Kingdom (7.7 percent)

Internet country code

.ma

SOURCE: CIA World Factbook 2006

Essaouira's central market is full of people and merchants buying and selling vegetables, spices, seeds, meat and fish.



LAST YEAR, FAVORABLE ATTITUDES TOWARD THE U.S. WERE HIGHER IN MOROCCO THAN IN ANY OTHER COUNTRY IN THE MIDDLE EAST/NORTH AFRICA REGION, ACCORDING TO THE PEW SURVEY. THE RATING WAS HIGHER IN MOROCCO THAN IN MANY EUROPEAN COUNTRIES, INCLUDING FRANCE AND GERMANY.

Morocco and the Polisario, a movement which has advocated independence since the Spanish withdrew from the region in 1975.

“One of our biggest accomplishments at the mission recently, and indeed in Morocco, was working with our colleagues in the Bureau of Near Eastern Affairs and the U.S. Embassy in Algiers to facilitate the release of the remaining 404 Moroccan prisoners of war held by the Polisario,” said Political Counselor Tim Lenderking. “Many of the prisoners, victims of the still unresolved Western Sahara conflict, were held for more than 20 years. The chairman of the Senate Foreign Relations Committee, Senator Richard Lugar (R-Indiana), whom the President designated a presidential envoy for this purpose, trav-

eled to Algeria and Morocco to oversee the release of the prisoners and their return home. It was as gratifying a moment as any I have had in the Foreign Service.”

Mr. Lenderking, Ambassador and Mrs. Riley and Senator Lugar were on hand to greet the POWs as they came off the aircraft in southern Morocco.

HELPING MOROCCANS

The U.S. Agency for International Development and its predecessor agencies have managed an active and effective assistance program in Morocco since 1953, totaling more than \$2 billion. USAID’s three strategic objectives are economic growth and job creation, basic education and workforce training, and government responsiveness to citizen

needs. Funding for the current five-year strategy is \$99.4 million.

The Peace Corps has been active in Morocco for more than 40 years, with the first group of volunteers arriving in 1963. The average number of volunteers in the country is 130 to 150. They work in health, youth development, small business and the environment.

Under Secretary of State for Public Diplomacy and Public Affairs Karen Hughes visited Morocco in June. Her visit highlighted the importance the Department has placed on public diplomacy in the region. Recent openings of two American Corners in Oujda and Marrakech have broadened public outreach. Morocco’s English access micro scholarship program, with nearly 600 stu-

Left: Part of the embassy's Fourth of July celebrations recognize the longest unbroken treaty in U.S. history. Below left: Public Affairs Section staff and Ambassador Riley, center, welcome Under Secretary Karen Hughes, standing fifth from right, to Rabat.

dents, operates in 10 cities outside the capital. The Public Affairs section has run dozens of press/Internet and English language workshops in far-flung towns. The section's hip-hop, country-western and other concerts reached more than 50,000 youths last year.

LOOKING FORWARD

As the United States works to help Moroccans achieve a higher standard of living, the perception of America continues to improve. Last year, favorable attitudes toward the U.S. were higher in Morocco than in any other country in the Middle East/North Africa region, according to the Pew Survey. The rating was higher in Morocco than in many European countries, including France and Germany.

As the sun slowly sinks into the Atlantic Ocean and Moroccans answer the evening call to prayer, this beautiful land of many contrasts prepares itself for a bright future. With a growing economy, greater political and personal freedoms and increasing opportunities for its people, Morocco is an ancient land with promising prospects. ■

The author is a freelance writer employed by the U.S. Embassy in Rabat.



Left: Essaouira, a traditional Moroccan fishing village, is a favorite getaway for mission families. Above: Ambassador and Mrs. Riley pitch in on a local construction project.



Members of the Country Team traveled to Colón in March to meet with representatives of the Arab and Muslim community as part of the U.S. Embassy in Panama initiative to improve relations with Muslims. The Americans were welcomed by the imam and leaders of the Islamic Cultural Center at the Colón Mosque.



Panama Outreach

IFTAAR DINNERS LEAD TO FRUITFUL ENGAGEMENT **BY WILLIAM OSTICK**

The Muslim community in Panama has long played an important role in the cultural, political and economic life of the country, but traditionally had limited contact with the U.S. Embassy.

Recognizing this significant gap in outreach, the embassy, following an initiative by Political Counselor Richard Sacks, organized a series of informal encounters between Ambassador Bill Eaton and embassy staff and representatives of the Muslim community.

The outreach began with an Oct. 24 Iftaar dinner to break the Ramadan fast. Embassy staff dined with representatives of the Panama City Islamic Association, many with origins in the Indian subcontinent. A similar meal with representatives of the Muslim community, mainly of Arab

background, followed in the Caribbean city of Colón.

These two events laid the groundwork for what has become a fruitful engagement, including frank discussions on trade, visa policy and foreign policy. Several embassy sections and agencies have eagerly participated in follow-up meetings and programs.

Immigration and Customs Enforcement's Christopher Martinez and Willie Jimenez, Citizen and Immigration Service's Donna Petree, Consul General Susan Alexander and Vice Consul Carlos Hernandez have explained to Muslim leaders the complexities of U.S. visa procedures and listened to their concerns that they are singled out for special scrutiny when seeking visas or when entering the United States.

The embassy's Department of Homeland Security staff built on the relationship with prominent merchants and traders within the Muslim community to strengthen embassy connections to the Colón Free Trade Zone, the world's second largest, and an important distribution hub for hemispheric trade.

On March 30, Mr. Sacks delivered a speech at the Arab Union Club of Colón about the ongoing U.S.-Panama bilateral free trade agreement negotiations. More than 75 members of the business communities of Panama City and Colón attended the event, which was sponsored by the Colón Free Zone Users Association and Colón's Islamic Cultural Center. Mr. Sacks focused on the benefits of free trade to Panama and the vagaries of trade negotia-



Above: Islamic Cultural Center spokesman Luis Ibrahim, right, talks about Colón's Arab and Muslim communities with Political Counselor Richard Sacks at the Islamic Cultural Center school. Left: Ambassador Bill Eaton, left, and Iman Mufti Abdul Khader exchange Ramadan greetings at the ambassador's residence.

tions, using examples from his previous assignments in Seoul and Hanoi. The free trade agreement has not yet been widely publicized in Panama, so he had to dispel much misinformation.

Taking cues from the Secretary's call for transformational diplomacy, officers and staff continue to broaden embassy outreach to include new groups and contacts that represent Panamanian society. ■

The author is the public affairs officer in Panama.

The DS Command Center is staffed continuously by a watch group which includes a Senior Watch Officer (rear middle), two Watch Officers, three technical analysts, and an editor.



24-Hour Service

HIGH-TECH COMMAND CENTER HELPS DS DEAL WITH GLOBAL THREATS

BY THE DIPLOMATIC SECURITY STAFF

In *24*, a popular television series, U.S. federal agents based out of a command center with global, instantaneous connectivity race to foil catastrophic terror attacks. The show's fast-paced tempo and underlying theme of protecting the nation's interests call to mind the work of the Bureau of Diplomatic Security.

There is another parallel: In the television show, the strength of the fictional counterterrorism forces is cutting-edge technology.

The DS Command Center—operating 24 hours a day, 7 days a week—also harnesses new technology to assist bureau activities worldwide.

Six years into the 21st century, the bureau's mission has broadened considerably. From protection of the Secretary to overseas embassy security to engineering countermeasures, DS never rests. A robust criminal investigative program targeting travel document fraud has become an important centerpiece in the global war on terror. DS, in partnership with the U.S. Marshals Service, is actively involved in the pursuit of federal fugitives abroad. Via the Overseas Security Advisory Council, DS plays a key role in assisting the U.S. private sector as it adjusts to changing threats overseas.

GLOBAL THREATS

Yet the most important factor influencing change within DS is the heightened global threat environment. Since the 1998 East Africa bombings, the bureau has required a round-the-clock entity to monitor, coordinate and manage information flow. The DS Command Center in Rosslyn was created to meet this need.

The command center is staffed by special-agent watch officers, technical analysts and editors. A senior watch officer directs the watch group as threats and information emerge from the field. The center is the focus of all federal and state law enforcement communication for the bureau, as well as the direct line to the interagency threat monitoring community. As the appetite for DS-derived information has grown, so has the dialogue with this community.

The command center compiles the Diplomatic Security Daily, a classified threat compendium that is disseminated each morning by 6:30 a.m. via cable and the SIPRNET throughout the Department and foreign affairs community. The DS Daily summarizes interagency intelligence threat reporting blended with DS-derived reporting from regional security officers and criminal investigative branches. It also runs trend pieces by OSAC and the Office of Intelligence and Threat Analysis.

In collaboration with the bureau's Office of Security Technology, the command center has adapted several new systems to remotely monitor embassies and consulates. A room-size video display wall and an assortment of LCD screens provide an array of information. Monitoring embassy and consulate interior and exterior surveillance cameras allows DS to see events as they occur in real time.

Technical analysts use open-source, real-time visual imagery, such as traffic cameras, to understand the environment for protective details and special events. A feed from the Federal Aviation Administration's

A room-size video display wall and an assortment of LCD screens provide an array of information. Monitoring embassy and consulate interior and exterior surveillance cameras allows DS to see events as they occur in real time.

Domestic Events Network allows monitoring of air traffic alerts. The center uses video teleconferencing to brief senior DS decision makers on operational matters daily.



Top: Special Agent John Davis, Director of the DS Command Center, briefs Secretary of State Condoleezza Rice on DS remote monitoring capabilities. Above: Special Agent Paul Kennedy, Deputy Director of the DS Command Center, explains to Secretary Rice the role of the Command Center staff on her visit to the DS Headquarters Building in Rosslyn.

SATELLITE IMAGERY

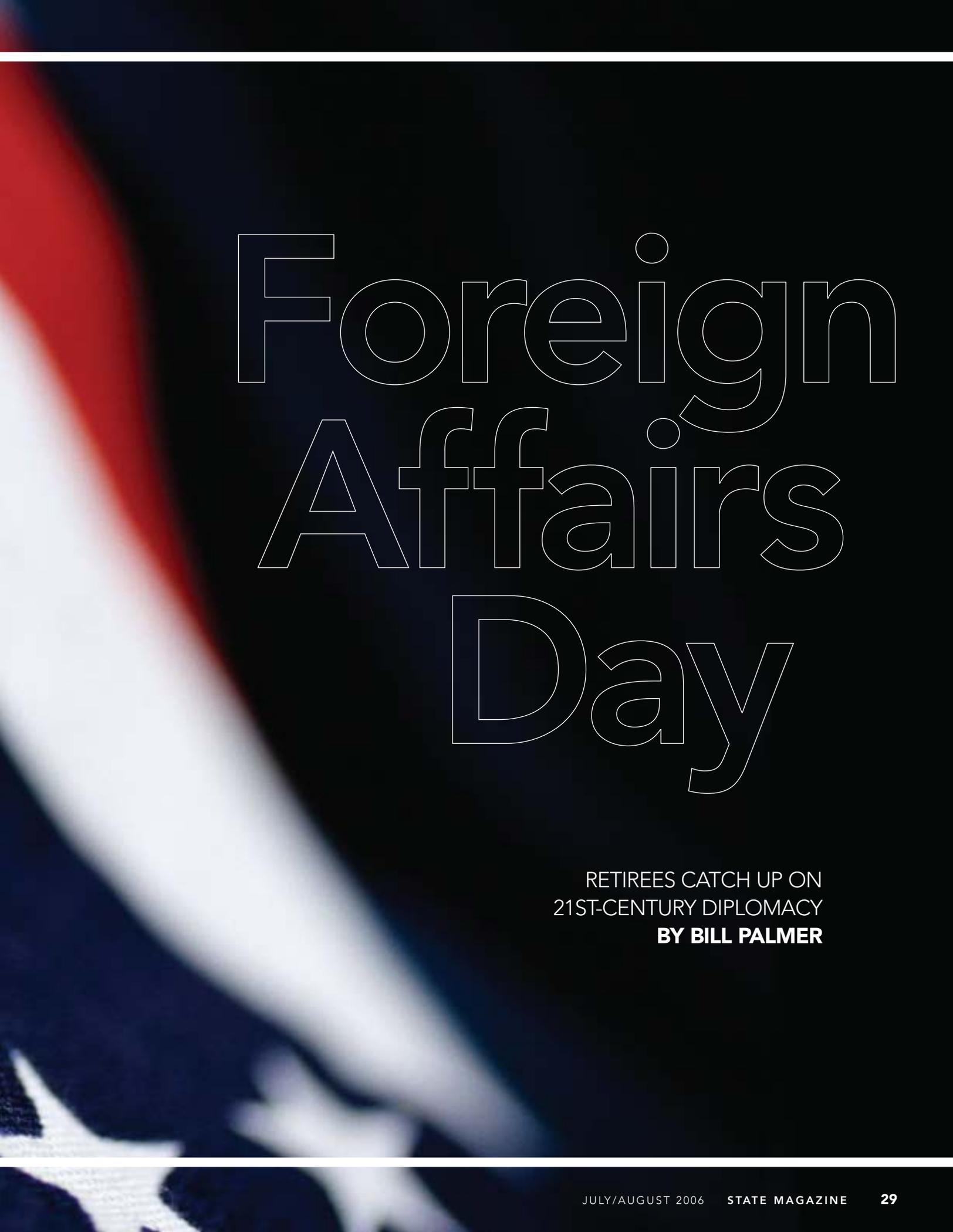
The command center has acquired various geospatial resources from the National Geospatial-Intelligence Agency, which allow the watch teams to navigate classified satellite imagery. The Department's NGA Support Unit has

provided a dedicated NGA terminal and assigned an NGA imagery analysis specialist to the center. Computer drill-down mapping permits a layered view of facilities

from city map to compound plot-to-floor diagram. GPS tools track protective operations by grid coordinate, allowing DS to track motorcades into hostile or remote areas.

While DS may not single-handedly defeat a terrorist cell like its television counterparts, it is part of a national team that constantly focuses on emerging threats and countermeasures. The men and women of DS face a dangerous and challenging mission and require an around-the-clock mission management center to assist them. Whether searching criminal databases, tracking protective details, analyzing threat streams or remotely monitoring missions abroad, the command center team has become the bureau's operational fulcrum. ■





Foreign Affairs Day

RETIREES CATCH UP ON
21ST-CENTURY DIPLOMACY
BY BILL PALMER

More than 400 retirees returned to the Department May 5 for Foreign Affairs Day to hear a distinguished group of speakers led by Secretary Condoleezza Rice and to honor four colleagues who lost their lives during the last year.

After reminiscing over coffee about life in such places as Buenos Aires and Budapest in the 1970s and 80s, the retirees filed into the Dean Acheson Auditorium to hear about transformational diplomacy in the 21st century.

Secretary Rice told them the Department family is stronger than ever and paid particular tribute to Foreign Service Nationals, “the crown jewels of our embassies around the world.”

She said the front lines of diplomacy are shifting, and Department employees are serving more often and in greater numbers in dangerous, difficult places. They are backed by increased training, technology and language skills as they work more outside embassies and forge new partnerships, she said.

“We are working tirelessly with Congress to get the funding we need,” she added.

The challenge for American diplomacy, she noted, is not just to contain strong

states, but also to empower weak ones and promote responsible sovereignty.

FALLEN COMRADES

At the American Foreign Service Association’s memorial plaque ceremony, Secretary Rice honored the four fallen employees whose names were added to the plaque this year, bringing the total to 222. They are:

- Barbara Heald, a civilian employee of the Army’s Project and Contracting Office, who was killed Jan. 29, 2005, by a rocket that hit the U.S. Embassy complex in Baghdad.
- Lieutenant Commander Keith E. Taylor, a Navy reservist in the same

office who was killed in the same rocket attack. He was the chief contracting officer for transportation and communications.

- Diplomatic Security Special Agent Stephen E. Sullivan, who was killed in a car bombing in Mosul, Iraq, on Sept. 19, 2005. He was acting Regional Security Officer for the Regional Embassy Office in Mosul.
- Navy veteran David E. Foy, a facilities manager at the U.S. Consulate in Karachi, Pakistan, who was killed by a car bomb March 2 as he was on his way to work.

“Throughout the world,” Secretary Rice said, “American diplomats like Barbara, Keith, Stephen and David are helping foreign citizens to transform their own futures. Because of their service, our country is safer and our world is more peaceful.”

She read a message from President Bush, who said “their devotion reflects the true spirit of America and we will remember them.”

Under Secretary for Management Henrietta Fore told the retirees about recent achievements in addressing the



PHOTOGRAPHS: (LEFT) MICHAEL GROSS; (OPPOSITE PAGE) BILL PALMER



Above: Former senator and ambassador Howard Baker Jr. delivers the luncheon address. Left: Retired three-time ambassador Robert Sayre and his wife Elora have been coming to Foreign Affairs Day every year. He was ambassador in Panama during the canal treaty negotiations. He retired in 1985. They live in Falls Church, Va. Opposite page: AFSA President Anthony Holmes, left, and Secretary Condoleezza Rice watch the entrance of the honor guard at AFSA's memorial plaque ceremony.

overseas pay gap, expanding spousal employment and training, raising hardship and danger pay caps, increasing telecommuting and increasing civil service applications for hard-to-fill overseas posts, particularly Iraq and Afghanistan.

“You can’t leave a vacuum in foreign policy. Something will fill it.”

She outlined training goals such as increasing the use of distance learning; strengthening language training, particularly in critical-need languages; expanding mentoring programs; increasing the number of schools overseas; and increasing training for Foreign Service Nationals.

AROUND THE CORNER

Dr. Chester A. Crocker, assistant secretary for African Affairs during the Reagan Administration and now the James R. Schlesinger professor of strategic studies at Georgetown University, spoke on the “Challenges of Success and Failure in Foreign Policy.” He noted that success is just the beginning of a new set of problems and challenged diplomats to think around the corner, think about unintended consequences and think about the cost of implementing a success.

“You can’t leave a vacuum in foreign policy,” he said. “Something will fill it.”

A highlight of the morning program was the presentation of the Foreign Service Cup by the Diplomatic and Consular Officers, Retired to Ambassador William P. Stedman Jr., who since his retirement in 1978 has worked to develop professional and grassroots leaders and encourage the development of civil society in Latin America. He was also cited for his efforts to promote continuing education for retired foreign policy professionals.

Attendees then scattered to seminars by regional bureaus, a seminar on educational and cultural affairs and a panel on “Life in

the Foreign Service—What’s Different Today,” led by Family Liaison Office Director Ann Greenberg.

Luncheon speaker Howard H. Baker Jr., former U.S. Senate majority leader, chief of staff to President Reagan and ambassador to Japan, noted his long and satisfying experience working with the Foreign Service and exhorted the audience to “keep up the good work.”

The climax of the day was the presentation of the Director General’s cups by Acting Director General John O’Keefe. The cup for the Civil Service was awarded to Vincent J. Chaverini, under whose leadership the Harry S Truman Building was judged the best-managed federal facility, according to his citation.

The cup for the Foreign Service was awarded to Ambassador Marc Grossman, who was Director General of the Foreign Service and Under Secretary for Political Affairs. His citation mentioned his unceasing efforts to work with allies and partners in Washington, Ankara, Islamabad and at NATO to resolve transnational conflicts. ■

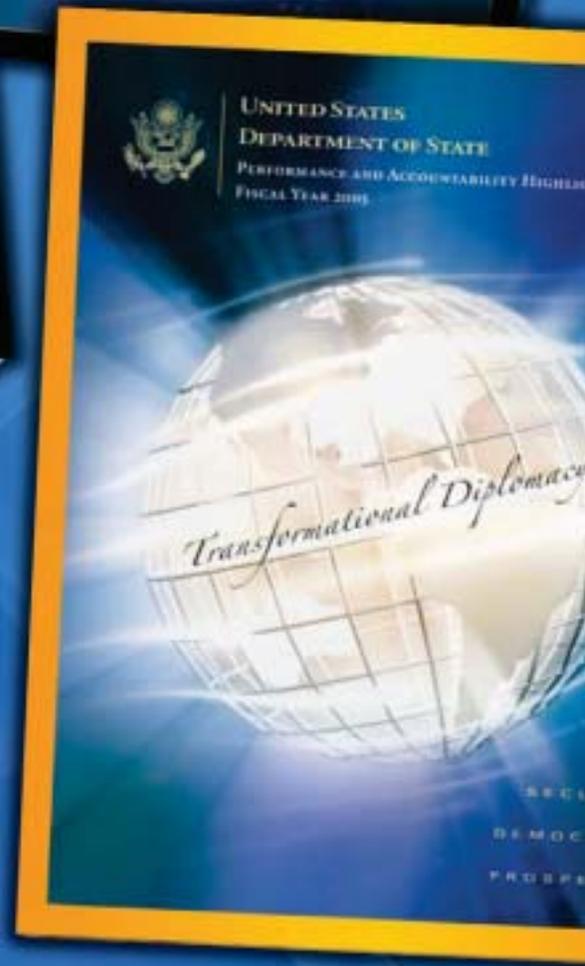
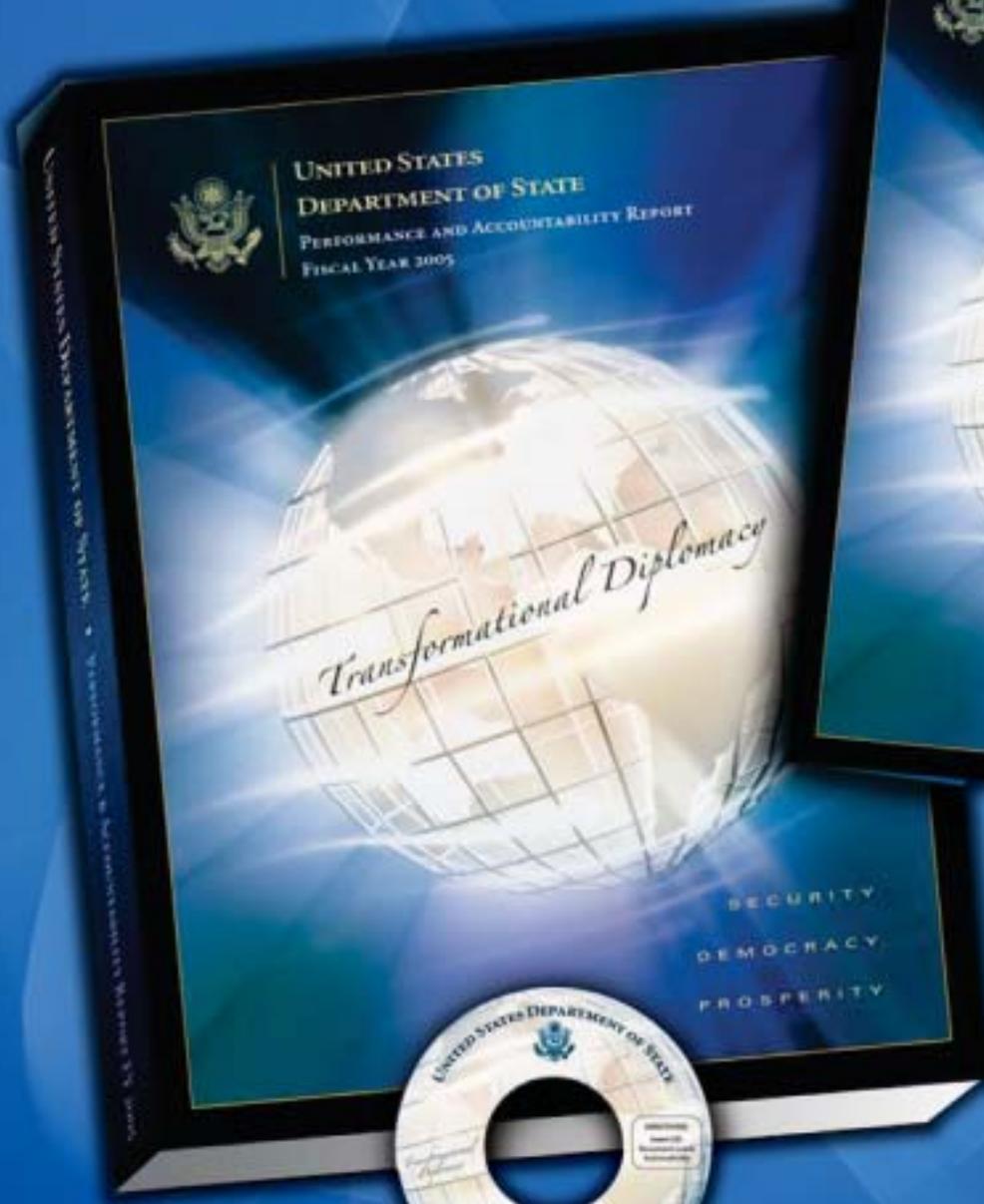
The author is a writer/editor at State Magazine.



PHOTOGRAPHS: BILL PALMER



Above: Marc Grossman, left, and Vincent Chaverini pose with their awards after winning, respectively, the Director General's Cup for the Foreign Service and Civil Service. Left: Foreign Service retirees Yvonne Thayer and Tony Freeman share a light moment. They were colleagues in Argentina in 1977. Ms. Thayer has worked as a rehired annuitant in the Bureau of Population, Refugees and Migration and Mr. Freeman, who ran labor programs for State, teaches at Johns Hopkins' School of Advanced International Studies. Mr. Freeman retired in 1994 and Ms. Thayer in 2000. He lives in Bethesda, Md., and she biked to the event from her home in northwest Washington, D.C. Opposite page: Luncheon attendees filled the Benjamin Franklin Room.



In recent years, U.S. government managers have been held to a higher standard of accountability for the performance of their organizations. Congress and the Office of Management and Budget have mandated that federal agencies report on how their funds are being spent and what the results are for the taxpayer. One of the most important of these reports is the annual Performance and Accountability Report.

This year, the Department of State was again awarded the Certificate of Excellence in Accountability Reporting by the Association of Government Accountants—the fifth consecutive year the Department has earned this distinction. State also ranked as one of the best of the major federal government agencies for the transparency, readability and overall quality of its annual PAR, according to the Mercatus Center of George Mason University.

The PAR is similar to a corporation's annual report to its shareholders. It provides program results to help Congress and the public assess the Department's success in meeting its stated goals and objectives. It

vious noteworthy events and turning points in U.S. diplomatic history appear throughout the text to provide the reader with a historical context in which to view the Department's role in U.S. foreign policy.

The report provides senior management with meaningful measurements on the progress and effectiveness of important missions and strategic goals, and explains in a clear and readable format to the general public just what the Department is doing.

"Diplomacy is a soft science," notes Sid Kaplan, deputy assistant secretary for Strategic and Performance Planning. "It's not easy to measure what we do, and it's often quite difficult to quantify the impact of diplomacy in the short term. We're constantly improving our performance management system and use a balanced mix of performance measures to capture the qualitative and quantitative impact of our work.

"For example, to measure our progress in promoting democracy, we have an output indicator tracking the number of women trained in political leadership

PAR REPORT

STATE HONORED—AGAIN—FOR ITS 'ANNUAL REPORT' BY DOUG KENT

includes State's audited financial statements presented comprehensively and graphically to support how resources are committed to the Department's objectives. The report also provides information on areas of weakness and a review of management challenges identified by the Inspector General and the Government Accountability Office.

More than simply a response to a congressional mandate, however, the PAR—and the entire inter-bureau process involved in producing it—has become a means for senior management to hold the Department accountable for the resources provided to it by the American taxpayer. More than 100 people from more than 30 bureaus contributed to the fiscal year 2005 report. It tracks the effectiveness of worldwide programs in such diverse areas as democracy building, counterterrorism, relief to those suffering the effects of the HIV/AIDS pandemic, visa and consular services, and combating narcotics trafficking.

The Department rates all its major goals and objectives using specific performance indicators. Programs rated below target include an explanation for the shortfall and a description of steps to be taken to improve performance. As Secretary Condoleezza Rice has said, "We are committed to using American taxpayer dollars in the most effective and responsible way possible to strengthen America's mission abroad."

The FY 2005 PAR includes numerous photographs of diplomatic events that link to key achievements and colorful, easy-to-read graphics. References to pre-

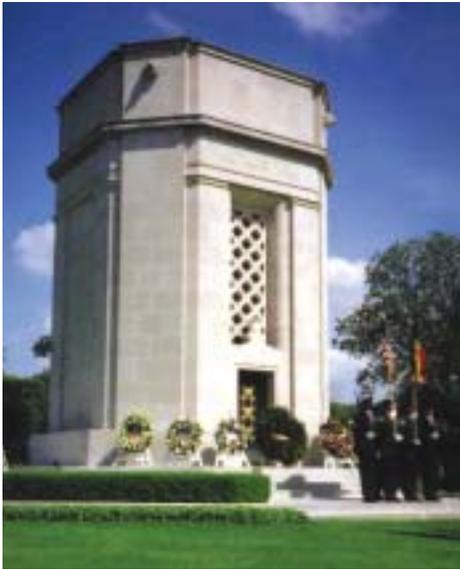
skills in certain countries, an outcome indicator on overall progress toward a constitutional democracy in Afghanistan and a contextual indicator from Freedom House mapping the degree of freedom around the world."

An executive summary version of the PAR called the *PAR Highlights* provides brief summaries of the main performance chapters presented in the nearly 500-page complete report. For FY 2005, the Department expanded the *PAR Highlights* to include more information and references. It can stand alone for most end-users, thereby reducing the demand for complete texts of the full report. It now includes all key findings presented in the PAR itself, plus an interactive CD-ROM featuring a PDF version of the full PAR that allows users to print any or all portions of the complete report. This CD-ROM includes links to numerous Department publications, helpful web sites, maps, a photo gallery and an electronic library of strategic and performance planning documents.

Copies of the FY 2005 Performance and Accountability Highlights, including the full PAR on interactive CD, are available from the Bureau of Resource Management, Office of Strategic and Performance Planning, e-mail PAR@state.gov. These documents are also available on the web at www.state.gov/s/d/rm/rls/perfrpt/2005. ■

The author is a program analyst in the Office of Strategic and Performance Planning.

Memorial Day in Belgium



Mention Memorial Day in the United States and the first reaction may be: long weekend, pools open, great sales. There are, of course, many Americans who visit gravesites, but the holiday has lost much of its original purpose in our fast-paced lives.

In Belgium, Memorial Day commemorations are a major event. The country played a pivotal role in the two world wars and more than 14,000 American soldiers are buried here. Belgians turn out by the thousands to help Americans remember the sacrifice. The annual commemorations are organized by the U.S. Embassy's Defense Attaché Office in cooperation with the American Battle Monuments Commission, the American Overseas Memorial Day

Association and the local U.S. Army garrison.

There are three U.S. military cemeteries in Belgium, managed by the Battle Monuments Commission: Flanders Fields for World War I and Ardennes and Henri-Chapelle for World War II. The superintendents do a fantastic job keeping the cemeteries in pristine condition. Some local people "adopt" graves. They research the background of the soldier, place flowers on the grave and meet with next of kin.

Every year at Flanders Fields, school children from the town of Waregem sing the Star Spangled Banner. Beyond being a very emotional moment, it is the perfect illustration of how Memorial Day lives on. Many of the children take part along with their parents, who themselves had been in the choir when they were young. Through

Above left: Flanders Field, one of three U.S. military cemeteries in Belgium, honors American servicemen who died during World War I. Right: Ambassador Tom Korologos spoke for the U.S. at the three U.S. military cemeteries and in Bastogne this past Memorial Day.

this simple ceremony honoring the American dead, generations and communities are linked.

People often say: What will you do when the years have gone by and there aren't any more veterans attending the ceremonies? Waregem is the perfect answer: Every year close to 1,000 people come to pay their respects, 88 years after the end of World War I.

In May, Belgian Prime Minister Verhofstadt went to Arlington National Cemetery to dedicate a Battle of the Bulge memorial. It is a gift from Belgium and Luxembourg to the Americans who fought in the battle of the Ardennes, 19,000 of whom died between December 1944 and January 1945. It also is an eloquent testimony to the friendship between our countries. As the prime minister said, "the soldiers who fought in the Battle of the Bulge led the free world to victory. But they

A SMALL COUNTRY WITH A BIG PART
IN AMERICAN MILITARY HISTORY
BY BRIAN DICK

More than 14,000 American servicemen are buried in the three U.S. cemeteries in Belgium, including Ardennes Cemetery.



were not just victors. They were also founders of freedom and democracy. They brought the two strong pillars of the free world, America and Europe, back together again.”

On Memorial Day weekend, U.S. Ambassador Tom Korologos represented the United States at ceremonies at the three American military cemeteries and in the city of Bastogne, famous for its role in the Battle of the Bulge. He was accompanied by several members of Congress, Belgian and American veterans and many local citizens.

“One of the toughest parts of this job is that after the ceremonies I go to the graves where relatives are gathered,” Ambassador Korologos said. “I give them a certificate and a

small flag commemorating their visit. I have met brothers, grandchildren, uncles and in one case a woman who said her boyfriend was buried there. As she put it, ‘he was my boyfriend in England during the war and was killed in one of the battles, and this guy (pointing to her husband of 50 years) grabbed me afterward.’”

At another site, the ambassador struck up a conversation with two sisters whose two brothers were buried side by side. And further along, a man placing roses at various tombstones told him, “my wife died a few years ago and she knew a lot of these boys before they left the U.K. I just came over to make sure they say hello to her when they see her.” ■

The author works in the Office of Public Diplomacy in the U.S. Embassy in Brussels.

“

One of the toughest parts of this job is that after the ceremonies I go to the graves where relatives are gathered. I give them a certificate and a small flag commemorating their visit. I have met brothers, grandchildren, uncles and in one case a woman who said her boyfriend was buried there.

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This marble bust of Daniel Webster is available for donation at \$70,000.

drawers once owned by a signer of the Declaration of Independence or the chair that once belonged to President James Monroe. Visitors might linger in the Entrance Hall Passageway to admire the newly added federal sofa, circa 1790–1810, attributed to carver and furniture maker Samuel McIntire.

Or they might visit the James Monroe Reception Room to admire the satin wood inlays on the mahogany urn-shaped spoon case, circa 1790, donated in 2005. Every room, every corridor, every corner seems to hold a reminder of America's past—and its future.

Secretary of State Condoleezza Rice personally thanked many of the donors at an official reception in April held in the very rooms they helped furnish. Speaking in the Ben Franklin Room, the Secretary noted not only the generosity of the current generation of donors—more than \$550,000 donated in 2005 alone—but also the foresight of the country's first donors.

"As I was waiting to come in, I looked at the portraits of George Washington, John Jay and Benjamin Franklin and the artifacts of many of our founding fathers," she said. "And I remembered the tremendous gift that they gave to us—the gift of institutions and a constitution that enshrined certain values about freedom and liberty that we all draw on today."

The reception also marked the unveiling of a special marble bust of Daniel Webster, Secretary of State to three presidents—William Henry Harrison, John Tyler and Millard Fillmore. The bust was modeled from life by American sculptor Shobal Vail Clevenger in 1838 and is the only known marble bust of Mr. Webster from these sessions. Mr. Clevenger also modeled Henry Clay, John Quincy Adams and Martin Van Buren, among others.

The bust is currently on display in the James Madison Dining Room and is available for donation at \$70,000. ■

The author is editor of State Magazine.

Visual History

BY ROB WILEY

The Department conducts much of its business with the outside world on the eighth floor of the Harry S Truman building, where the sense and feel of history is very real. It is there, in the Department's official Diplomatic Reception Rooms, that the Secretary of State hosts distinguished visitors from all countries, including her own—heads of state, prime ministers, university scholars and students, honored artists from many cultures and others.

These 42 rooms, many named in honor of the nation's founding fathers, contain physical records of the grand experiment in democracy and freedom those founders began back in the 18th century. In these rooms many visitors actually see for the first time real evidence of America's tradition, culture and heritage, which is on display thanks to generous American citizens, foundations and corporations.

That generosity allows visitors to marvel over priceless antiques, such as the chest of



Above: Mr. and Mrs. Daniel Sheppard Jr. stand beside the 1790–1810 federal sofa they donated to the Department in 2005. Right top: Jonathan Fairbanks donated this bronze of Lincoln the President to the Diplomatic Rooms in 2002. Bottom: Secretary of State Condoleezza Rice noted that the donors' generosity helps the Department celebrate the traditions of the country's growth.



Exceptional Generosity

While all gifts are welcome and productive, the Department gives special recognition and thanks to these donors who made major contributions to the Diplomatic Reception Rooms in 2005:

Gifts of \$10,000 or more:

Mrs. Helen Harting Abell
Louisville, Ky.

Mr. Hugh Trumbull Adams
New York, N.Y.

Mrs. Sandra Goerlich Alexander
(Goerlich Family Foundation)
Temperance, Mich.

Mr. Otto M. Budig Jr. and Mrs. Melody Sawyer Richardson
Cincinnati, Ohio

Eugene B. Casey Foundation
Gaithersburg, Md.

Mr. and Mrs. Carlyle C. Eubank II
Santa Ynez, Calif.

Monica and Hermen Greenberg Foundation
Washington, D.C.

William Randolph Hearst Foundation
New York, N.Y.

Estate of Mrs. Francis Horton
Arlington, Va.

John Jay Hopkins Foundation
In memory of William R. Conger, son of Clem and Lianne Conger
Manhattan Beach, Calif.

Mr. and Mrs. Norman V. Kinsey
Shreveport, La.

Mrs. D. Williams Parker
Thomasville, Ga.

Estate of Elizabeth J. Rojahn
Oshkosh, Wis.

The Washington Decorative Arts Forum
Washington, D.C.

Williams Family Foundation of Georgia
Thomasville, Ga.

Mrs. Frank L. Wright
Alexandria, Va.

The Department would also like to thank former Secretaries George P. Shultz and Colin L. Powell and Mrs. Alma Powell for their contributions in 2005.

Gifts of Note

Chinese export porcelain punch bowl,
circa 1760

Gift of Mrs. Diane W. Parker and Mr. Thomas Lyle Williams III of Thomasville, Ga.

Federal sofa attributed to carver and furniture maker Samuel McIntire,
circa 1790–1810

Gift of Mr. and Mrs. Daniel H. Sheppard Jr. of Lutherville, Md.

Mahogany urn-shaped spoon case
with satin wood inlays, circa 1790

Funds donated by The Folger Fund,
Mr. Lee Merritt Folger, of
Washington, D.C.

Portrait of Secretary of State William L. Marcy by John Mix Stanley, 1856
Funds donated by the Fine Arts Committee in honor of Susan V. Klein

Hand-colored Aquatints *Fort Pierre on the Missouri River* and *A Blackfoot Indian on Horseback* by Karl Bodmer, 1839-1843

Gift of Mrs. Frances Dittmer of Aspen, Colo.

Central Asian Affairs

CREATING NEW LINKS AND NEW BEGINNINGS



James DeHart, deputy director of the Office of Central Asian Affairs, travels by helicopter over the rugged terrain of Tajikistan.



Top: Turkmenistan Desk Officer Tristram Perry discusses U.S. foreign policy in Central Asia with students. Also shown is Embassy Ashgabat Cultural Affairs Officer Sarah Hutchison. Bottom: A Tajik border guard looks alert. Across the river is Afghanistan.

Central Asia has been a crossroads since the beginning of human history. From Alexander's conquest in the third century B.C. to Tamerlane's empire of the Middle Ages, the Silk Road, the 19th-century Russian-British Great Game and the rise of newly independent states from the rubble of the Soviet Union, this is a region that has long captured mankind's imagination.

Today, Central Asia is again producing its fair share of history as the people of the region grapple with their geostrategic importance and the growing pains of nationhood.

A Department reorganization this year shifted responsibility for the five countries of Central Asia (Kazakhstan, the Kyrgyz Republic, Tajikistan, Turkmenistan and Uzbekistan) from the Bureau of European and Eurasian Affairs to the newly enlarged Bureau of South and Central Asian Affairs. Just like that, eight employees found themselves in a new Office of Central Asian Affairs, reporting to a different front office and surrounded by colleagues more preoccupied by Indo-Pakistani relations than by the latest communiqué out of Brussels.

BY JAMES DeHART AND TRISTRAM PERRY

At a Glance

Office name

Office of Central Asian Affairs

Symbol

SCA/CEN

Office Director

John Fox

Staff size

8

Office Location

Room 4212, Harry S Truman Building

This “remapping” of Central Asia made sense from both a management and policy perspective. It created bureaucratic efficiencies by distributing the work more evenly between bureaus, and also enabled the Department to give more policy attention to these five countries that are so central to the President’s freedom agenda. Secretary Rice’s visit to the region last October demonstrated the strong interest of the United States in supporting the development of these countries as sovereign, stable, democratic and prosperous nations, serving as models of ethnic and religious tolerance and contributing to the war against terrorism.

These countries face many challenges, including a post-Soviet hangover of authoritarianism, weak institutions, corruption and poverty. But for all their shared history and similarities, they are more remarkable for their differences. The region is amazingly diverse in geography, culture and politics. It is a land of physical contrasts, from the imposing Pamir peaks of Tajikistan to the desolate Kara-Kum desert of Turkmenistan to the sub-Siberian Kazakh steppe.

Each nation has its own widely varying and distinct types of fabric arts, music, theater, literature and headgear. Each has its own roots and history, too. The fierce Turkman nomads were not subdued by the Russians until the end of the 19th century. Uzbekistan was once one of the world’s great centers of scientific learning. The Tajiks trace their ancestry via successive Persian empires all the way back to Alexander the Great.

In addition, each country poses unique policy challenges. Energy-rich Kazakhstan, the ninth-largest country in the world, is Central Asia’s economic powerhouse, but still lags on democracy. The Kyrgyz Republic held the freest and fairest election in Central Asia’s modern history after last year’s “Tulip Revolution,”

but now must struggle to sustain reforms and develop its economy. Tajikistan, having emerged from civil war and famine in the mid-1990s, is now crucial to freeing Afghanistan from its geographic isolation, even as it addresses its own staggering poverty.

Uzbekistan, once a strong U.S. partner, has turned from the West toward isolation and repression. Meanwhile, Turkmenistan remains dominated by president-for-life Saparmurat Niyazov, and political and economic reform has been negligible since independence.

Turning the Silk Road South

U.S. success in Afghanistan has allowed the Department a fresh perspective on Central Asia’s place in the broader region, and the reorganization has made it easier to view the region as a whole. With the ouster of the Taliban and international reconstruction efforts, Afghanistan is being transformed from a barrier separating Central Asia from South Asia into a bridge connecting the two. This opens exciting new possibilities.

At a recent conference in Kabul, U.S. policymakers and regional representatives examined how the Central Asian states can help break Afghanistan out of its geographic isolation and give it access to global markets.

John Fox, director of the Office of Central Asian Affairs, left, poses with Dave Martin, Office for U.S. Assistance to Europe and Eurasia, on the Tajikistan-Afghanistan border.



“Everyone there agreed on the value and opportunities that increased trade and interaction can offer,” reported Tajikistan desk officer Jack Hillmeyer. “A common theme was that there are very few interactions between the regions and the need for more opportunities. This is an important role the U.S. can play—helping to convene the people of these regions.”

The office is in the thick of U.S. efforts to revive ancient ties between South and Central Asia and to help create new links in trade, transport and communications. Countries that trade and share ideas are more likely to be stable, peaceful and less vulnerable to the call of extremism.

Energy may be the most important connection of all. Central Asian countries have their greatest need for power during winter, and South Asian demand is highest in the summer, suggesting great potential in north-south energy trade. In addition to thermal power in Kazakhstan, Turkmenistan and Uzbekistan, there is vast, untapped hydropower potential in Tajikistan and the Kyrgyz Republic. Within the next few years, private investment should lead to the establishment of a 500-kilovolt power line transmitting much-needed electricity from Central Asia across Afghanistan to Pakistan and India.

Supporting Field Officers

Much has changed in these countries since the early days of independence, when newly minted junior officers were dispatched to set up shoestring consular operations in musty Soviet hotels. Although the U.S. presence has steadily increased over the years, it was the tragic events of 9/11 that put Central Asia square-

“ We won’t offer you the most lavish surroundings, but we will promise you important, exciting work; plenty of variety; lots of responsibility—and we intend to take care of our people. ”

ly on the map for policymakers, as all five nations provided invaluable support for coalition military operations in Afghanistan.

Early this year, the U.S. Embassy in Tashkent relocated to a new embassy compound. Later this year, U.S. missions in Kazakhstan and Tajikistan will do the same. The new facilities serve notice of long-term U.S. strategic interests in Central Asia and also provide comfortable, state-of-the-art workplaces that can accommodate

the many new positions gained through the Secretary’s Global Diplomatic Repositioning initiative. There is no higher priority for this office than ensuring that posts get the resources they need.

While an assignment to Central Asia still entails hardship, most find that the professional opportunities trump the challenges of daily living. Negotiating military access, developing civil society and managing large assistance programs represent transformational diplomacy at its best. Junior and mid-level officers are fully



Uzbekistan desk officer Costa Nicolaidis, kneeling at right, and USAID staff members visit an anti-trafficking non-governmental organization in Samarkand, Uzbekistan.

integrated into the country team and often enjoy headier responsibilities than might be the case at larger posts. As schooling and health care continue to improve, interest in Central Asian assignments continues to grow.

Because Russian remains the region’s lingua franca, officers who have served in Central Asia will be attractive candidates for postings to places like Moscow and Kiev, as well as to South Asian posts.

Meanwhile, every desk officer in this office continues to enjoy the responsibility of managing an entire country portfolio. The new front office team is determined to ensure that service in the bureau leads to challenging and rewarding onward assignments.

“We won’t offer you the most lavish surroundings, but we will promise you important, exciting work; plenty of variety; lots of responsibility—and we intend to take care of our people,” says Assistant Secretary Richard Boucher.

In the new Office of Central Asian Affairs, the map that hangs on the wall looks quite different from the one that hung there before. From Kazakhstan south to the Maldives, it’s not just a geographic map but a map of possibilities, new challenges and opportunities—a map not of old boundaries but of new beginnings.

James DeHart is deputy director of the Office of Central Asian Affairs and Tristram Perry is the Turkmenistan desk officer.

A Room with a View

By Steve Labensky

For months, nine Locally Employed Staff members in Public Affairs at the U.S. Embassy in Tashkent shared a single, windowless office that was so crowded they could not all stand up at once. Several couldn't even fit their legs under their tables because of the bulky computer equipment and files stored there. The public affairs officer was not much better off: Her office was a former janitor's closet.

All this was quite a change from the section's spacious former offices in a gracious older downtown building. But, along with the U.S. Agency for International Development, the Drug Enforcement Administration and others, Public Affairs had been forced to move—with just three hours' notice because of a security threat—across town into the chancery in June 2005.

Unfortunately, the chancery was already grossly overcrowded when these refugees arrived. Three political/economic officers, for example, shared a walled-in porch; two others occupied a back hallway and former broom closet. Country team meetings were standing-room-only affairs in the one small conference room. Most meetings took place in the cafeteria, convenient for coffee and tea but not much on privacy.

Copiers blocked the maze-like paths that threaded around cubicles in the Management section. Filing cabinets lined the halls. Bundled wires snaked across ceil-

ings, and wallpaper hung down in tattered shreds. The building may have been roomy when the embassy took it over in 1992, but by 2005 it was way too small to house the mission's 60-odd direct-hire Americans and 270-plus LE Staff.

Fortunately, in February 2006, the embassy moved to its new compound—five months ahead of schedule, thanks to the close teamwork between the Bureau of Overseas Buildings Operations, builder J.A. Jones International and designers Hellmuth, Obata + Kassabaum. Dark hallways, windowless offices and undersized cubicles were replaced by a soaring, three-story-high, light-filled atrium and high-ceilinged offices with views of embassy lawns and gardens.

American officers and LE Staff alike have spacious offices or work areas. No more dingy reception area—guests now enter the chancery through a marble-floored, wood-paneled lobby hung with contemporary American art. The Information Resource Center has books on its shelves—previously,

they had been stored in boxes—and computers for its users. The multipurpose room seats more than 80 comfortably, and if that is too large, there are a dozen or more smaller conference rooms available.



Above: A copier blocks the already narrow corridor in the management section of the old chancery. Below: Attractive lighting warms the spacious new chancery at night.

And no more basement cafeteria with its long line of waiting diners blocking the corridor. The new chancery boasts a large, sunny dining area with a state-of-the-art kitchen. Even the food tastes better. ■

The author is the information officer at the U.S. Embassy in Tashkent.



Works of Art

CHILDREN'S ART BRIGHTENS EXHIBITION HALL **BY VERA DAVISON**

Visitors to the Exhibition Hall in the Harry S Truman Building during May were treated to an exhibit of original, internationally inspired artwork.

The art, submitted by Foreign Service children 5- to 17-years-old, was part of the Foreign Service Youth Foundation's "The World Before Me" contest. The State Department Federal Credit Union sponsored the show as a charitable fundraiser for the Children's Miracle Network.

The themes for the contest were "Your Favorite Place Anywhere in the World" or "Your Favorite Animal." Animals depicted included dogs, cats, toucans, rhinos, manatees and a dragon. Among the places that inspired the young artists were the waters of the Potomac, the mountains of Nepal,

the cabin of a Singapore Air jetliner and the bustling dancehalls of Buenos Aires.

The winning piece in the 5- to 8-year-old category was "Tembo," a jovial Swahili elephant created by Alice d'Aboville using fabric on a screen. In the 9-to-12 category, Julia Dahlgren won with her "Namibian Sand Dunes," another multimedia work, which incorporated twigs to represent a dry tree in an arid African landscape. First place in the 13-to-17 age group went to Lorraine S. Dever's "One of a Kind." Her depiction of a cat, vase and window could have been inspired by a scene just about anywhere, but was distinguished by its fine detail, rich use of color and bold composition.

Judging was done by a team of two local artists and a member of the SDFCU Board

of Directors. Coming up with winners was difficult, as more than 100 works were submitted. The credit union donated a \$500 savings certificate to the three first-place winners and deposited \$250 in credit union savings accounts for the three runners-up. With so many outstanding entries, the judging committee and credit union decided to recognize five additional artists with honorary mention awards of \$100.

All involved hope this year's art contest and exhibition will be the first of many. Thanks to the credit union, the foundation and, particularly, to the many artists who brightened up the Exhibition Hall. ■

The author is a Foreign Service Youth Foundation board member.



"Tembo," an elephant made of fabric by Alice d'Aboville, was one of the contest winners.

Cultural Series Features Talented Pianists

By John Bentel

The Foreign Affairs Recreation Association and the State of the Arts Cultural Series showcased an exciting array of artists recently, including vocalists, pianists, a cellist and a clarinetist.

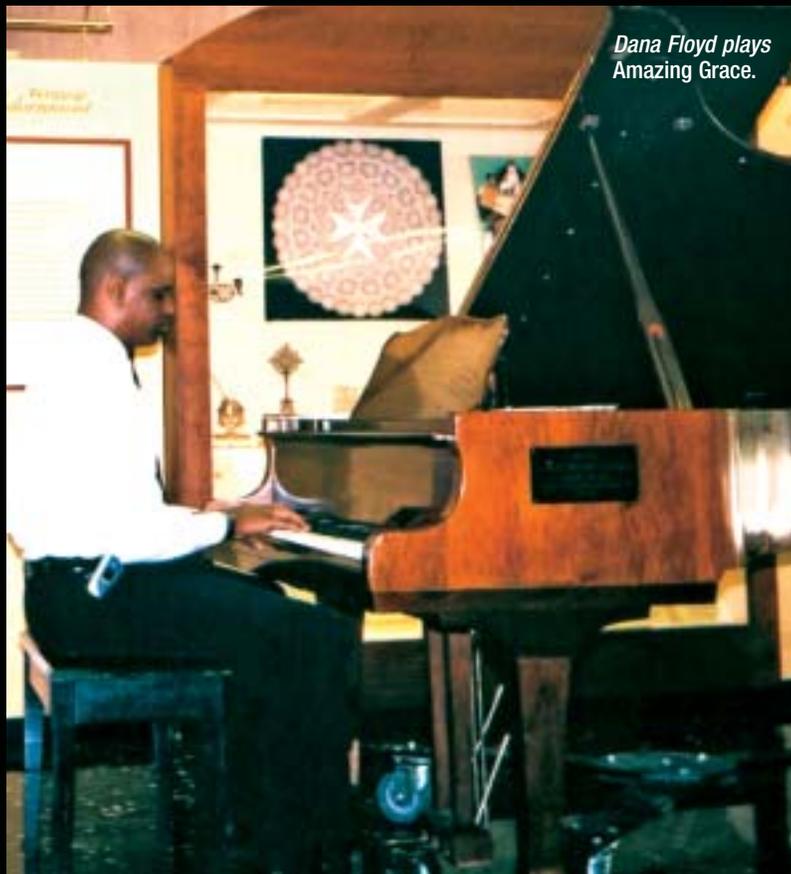
Vera Danchenko-Stern, piano, presented Peabody vocalists Natalie Conte, an ethereal soprano, and Kevin Wetzel, a rich baritone, performing a program of lovely Russian songs. An accomplished and well-known accompanist, Vera has performed several times for the concert series. An enthusiastic audience gave these outstanding talents a standing ovation.

The Marquis Trio, consisting of Diane Winter Pyles, pianist; Jean-Francois Bescond, clarinetist, and Jan Timbers, cellist, played with seamless precision to an appreciative audience. While blending beautifully, each also was featured on the exquisite melodies.

Wayne Dorsey, who works in the Bureau of South and Central Asian Affairs and was back for his sixth solo piano concert, once again provided delight with a recital of pieces by Gluck-Sgambati, Mozart and Chopin. His sensitive style moved an audience that contained many of his friends and admirers.

The annual recital of Caryl Traten Fisher's piano students from the State Department and Georgetown University featured beginners to accomplished players. Department employee Richard Livingston played selections by Reinecke and Couperin. Dana Floyd, an administrator with Georgetown University Hospital, performed Ketterer's *Little Tang*, a duet with his teacher, and Newton's *Amazing Grace*. Tammy Hofmann, in her first recital, played Lehar's *Merry Widow Waltz*. Back for her third recital, Department employee Jo Lozovina performed Tansman's classical *Spinning Top* and Garner's popular *Misty*. Gillock's *Lyric Piece* served as a showcase for Meredith Krug, who works at the Federal Reserve Board. Siir Kilkis played her own wonderful composition, *Triumph of the Human Spirit*. Erin Harbaugh played Satie's *Gnossinne Nos. 1, 3, 4*. The students proved that with determination and practice, they could achieve their musical goals. ■

The author is a computer specialist in the Executive Secretariat.



Dana Floyd plays *Amazing Grace*.

CALENDAR

July 26	Jeffrey Ly, 11-year-old Piano Prodigy
August 9	Irina Yurkovskaya, Classical Russian Pianist
August 23	Winner of the International Young Pianist Competition
Performances are on Wednesdays at 12:30 p.m. in the Dean Acheson Auditorium.	

Medical Evacuation

MEDEVAC CENTERS FIND PROPER CARE FOR EMPLOYEES AND FAMILY AT POST
BY AGU SUVARI AND PATRICIA BEITH

The Office of Medical Services operates regional medical evacuation centers in four overseas posts and in Washington, D.C. They are staffed by medical professionals, both Foreign Service and locally hired, to assist patients and posts worldwide with the logistics and clinical details of medical evacuations.

What can you expect from an overseas post and the medevac point if you need to be evacuated for medical reasons? According to 3 FAM 3710, medical and dental travel may be authorized when local medical/dental resources are inadequate and treatment for medical problems cannot be combined with other official travel. Responsibility for payment of medical expenses is outlined in 3 FAM 1942. The U.S. government will not pay medical expenses for patients who are not hospitalized.

Department medical clearances are designed to ensure that employees and family members are sent to posts with adequate medical facilities for their medical conditions. The medevac process is designed to provide adequate medical care when new medical problems arise or injuries occur at posts unable to manage such conditions.

There are five major medevac points—London, Singapore, Pretoria, Fort Lauderdale and Washington, D.C. There are also many intermediate medevac points—Nairobi, Vienna, Bangkok and Houston, to name a few—where participants in the medical program may receive medical care outside of their home post, depending on individual circumstances.

An example of an employee needing medical services illustrates how MED can help. We'll use "John Doe" and the Regional Medevac Center in London.

John Doe injures his right knee while playing baseball in West Africa. He immediately consults his health care provider in the



embassy health unit. Arrangements are made for Mr. Doe to see a local orthopedist and have X-rays taken of the knee. Mr. Doe is advised by the orthopedist that he needs to have an arthroscopic repair of the right knee meniscus. The embassy health care provider recommends that he be medically evacuated to the London Regional Medevac Center for evaluation and surgery, given the poor hygiene of the local hospital and the lack of qualified arthroscopy-trained orthopedists.

Arrangements are made for Mr. Doe's knee to be evaluated by an orthopedic surgeon in London. Before he departs post, Mr. Doe receives a round-trip ticket with an open return, a copy of the London response cable with the hotel reservations and medical appointments, and a copy of his Washington-issued travel order cable for State employees or travel orders for individuals of other agencies. The London Regional Medevac Guide is e-mailed to him.

The medevac center guide contains useful information regarding his stay in London, including transportation into the city from the airports, public transportation, where to exchange money and practical advice regarding electricity, tipping and other matters. The guide also provides the address and phone numbers for the embassy, how to contact the medevac center and information on embassy support and resources. All the overseas medevac centers provide this information either in their response cable or in a separate guide.

Mr. Doe arrives at Heathrow Airport in London. He looks for the signs to the Heathrow Express train for his transportation to Paddington Station, where he will take a taxi to his hotel. He exchanges money for the train and taxi ride at the airport. Once he arrives at the hotel, he calls the medevac center to make arrangements to meet with the regional medical officer and medevac coordinator. The meeting gives both the London staff and the patient a chance to discuss their expectations. Mr. Doe uses the communication center in the center to call his family at post and e-mail his parents in the United States.

Mr. Doe goes to his appointment, as arranged by the medevac center. Prior to the appointment, the center sends the surgeon a letter of introduction with a history of Mr. Doe's medical problem. The orthopedist recommends arthroscopic surgery. Mr. Doe is hospitalized the night of the surgery to ensure proper postoperative care. The medevac center sends a letter of guarantee to the hospital, since British hospitals do not accept American health insurance. The letter asks that all medical bills be sent to the embassy for processing and payment.

Surgery is performed and Mr. Doe's knee is repaired. He attends several physical therapy sessions to learn exercises he can do at home to strengthen his knee. Four days after surgery, the surgeon agrees that he can return home. Mr. Doe meets with medevac center personnel for a final review of his medical condition. He is cleared to return to post and completes a customer service survey evaluating the medical care and hotel accommodations in London. Mr. Doe returns to post, ready to recuperate in time for the next softball season.

The medevac center sends a discharge cable reporting Mr. Doe's final diagnosis and the orthopedist's recommendations for follow-up to the patient's home post, the regional medical officer that covers that post and MED in Washington. The cable advises the number of days the patient was on medevac status and days of his

hospitalization for per diem purposes; no per diem is authorized during the days of hospitalization.

The medevac center requests the fiscal data for the medical expenses from MED/Budget for State personnel; other agencies provide fiscal data via form DS 3067, Authorization for Hospitalization. The Financial Management Center in London pays the medical expenses directly related to the hospitalization



London Regional Medevac Center Director Agu Suvari, right, and Deputy Director Patricia Beith try to make medical evacuation as simple as possible.

and advises the home post of the expenses incurred. The FMC then forwards the bill to Mr. Doe, who is required to seek reimbursement from his insurance carrier for his medical expenses and sign the check over to the FMC at his post.

In another example illustrating an outpatient medevac, Ms. Jones comes to London from the Middle East for the evaluation and treatment of basal cell skin cancer. Her medevac journey is the same as Mr. Doe's, with the exception of payment of her medical bills. Since she will not be hospitalized, she pays for her medical care directly.

Most London physicians do not take credit cards or accept insurance cards, so Ms. Jones is expected to pay for her care when she sees the doctor. She should expect to pay 150 to 350 British pounds per doctor's visit.

Once Ms. Jones is cleared to return to post by the medevac center and the attending physician, the London travel office reserves her a seat back to post. Once she is home, she submits her receipts to her insurance carrier for reimbursement for the out-of-pocket expenses she incurred while on medevac. The medevac center will send a discharge cable with the number of days of per diem and follow-up care.

The staff of the Department's overseas medevac centers and foreign programs hope employees will never have to be medically evacuated. If they do, however, their goal is to make any medevac as simple and easy as possible and to provide the administrative, medical and emotional support patients and their families need during a potentially stressful time. ■

Regional Medical Officer Agu Suvari and Foreign Service Health Practitioner Patricia Beith are director and deputy director, respectively, of the London Regional Medevac Center.



U.S. Ambassador to Uganda

Steven Alan Browning of Texas, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Uganda. Until recently, he was minister counselor for management in Baghdad. Before that, he was ambassador to Malawi. His other overseas postings include Tanzania, the Dominican Republic, Kenya, Egypt and Sri Lanka.



U.S. Ambassador to Algeria

Robert S. Ford of Maryland, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the People's Democratic Republic of Algeria. Previously, he was counselor for Political Affairs in Baghdad. His other overseas postings include Turkey, Egypt, Cameroon and Bahrain. He served in the Peace Corps in Morocco. His wife Alison is also a Foreign Service officer.



U.S. Ambassador to Lithuania

John A. Cloud Jr. of Virginia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Lithuania. Previously, he was deputy chief of mission in Berlin. Before that, he was senior director for International Economic Affairs on the National Security Council. His other overseas postings include the European Union, Warsaw, Bonn and Mexico City. He is married and has two children.



U.S. Ambassador to Tunisia

Robert F. Godec of Virginia, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Republic of Tunisia. Previously, he was deputy assistant secretary in the Bureau of Near Eastern Affairs and before that had several assignments relating to Iraq. His other overseas postings include Pretoria and Nairobi. He is married.



U.S. Ambassador to Azerbaijan

Anne E. Derse of Maryland, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Azerbaijan. Previously, she was director for Biodefense Policy at the Homeland Security Council. Her other overseas postings include Baghdad, Brussels (European Union and U.S. Embassy), Manila, Seoul, Singapore and Trinidad and Tobago. She is married to former diplomat E. Mason Hendrickson Jr. They have four children.



U.S. Representative to the European Union

C. Boyden Gray of the District of Columbia, an attorney and government official, is the new U.S. Representative to the European Union. Prior to his appointment, he was a partner in the Wilmer, Cutler, Pickering, Hale and Dorr law firm. He was White House counsel for President George H.W. Bush. He has served on the boards of numerous charitable, educational and professional organizations.



U.S. Ambassador to Hungary

April H. Foley of New York, a business executive, is the new U.S. Ambassador to the Republic of Hungary. Until recently, she was first vice president and vice chairman of the Export-Import Bank of the United States. Prior to that, she worked for PepsiCo, Pfizer and The Reader's Digest. She has also held significant volunteer leadership positions. She is a widow with three children.



U.S. Ambassador to Tajikistan

Tracey Ann Jacobson of the District of Columbia, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Republic of Tajikistan. Until recently, she was ambassador to Turkmenistan. Her other overseas assignments include Riga, Seoul, Nassau and Moscow. She also served as deputy executive secretary at the National Security Council.



U.S. Representative to the U.N. Economic and Social Council
Richard T. Miller of Texas, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Representative on the Economic and Social Council of the United Nations. Previously, he was deputy assistant secretary for Economic and Global Issues in the Bureau of International Organization Affairs. His overseas postings include Wellington, Bridgetown, Paris and Milan. He is married and has three children.



U.S. Ambassador to Mongolia
Mark C. Minton of Florida, a career minister of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to Mongolia. Until recently, he was deputy chief of mission in Seoul. His other overseas assignments include Tokyo and Sapporo. He also served as minister-counselor for Political Affairs at the U.S. Mission to the United Nations.

*retirements

Foreign Service >>>

Berry, Douglas M.
 Connolly, Margaret A.
 Garrison, Susan H.
 Henderson, Jennifer
 Hlosek, George C.
 Keegan, Patricia King
 Keller, Patricia Barron
 Lipping, Imre
 Orr, Gregory John
 Patterson, Rosmary M.

Pearson, W. Robert
 Perina, Rudolf Vilem
 Porter, James H.
 Porter Jr., Robert
 Roberts, Cathie P.
 Rovder, George
 Scanlan, Francis T.
 Schacknies, Rosina
 Schmadel, Fredericka Ann
 Skaltsounis, Helen G.

Snyder, Mary Jane
 Starkey, Mirtea
 Stein, Jacalyn M.
 Stein, Jerry A.
 Ullman, Carrie A.
 Varner Jr., John Hopkins
 Walsh Jr., Charles H.
 Watkins, Rufus A.
 Wood, Samuel Edward

Civil Service >>>

Berelson, Ellen S.
 Denault Jr., Herbert M.
 Edmunds, Christine J.
 Floyd, Joseph O.
 Foreman, John M.
 Harding, Ilo Mai
 Huth, Vanja S.

Jarquín, Cristina S.
 Johnson, Sidney L.
 Konicki, John
 Krantz, Emily Karen
 Ritenburg, Peter J.
 Simmons, Edna D.
 Spriggs, Lashaviao R.

Robert Bruce Black, 85, an economist and former Foreign Service officer, died April 6 in Biddeford, Maine, of complications from a stroke. He served in the Navy in World War II, then worked for Averill Harriman during the Marshall Plan. His overseas tours included Tunisia, Senegal and Costa Rica. He enjoyed theater, modern dance and music and was an ardent environmentalist and outdoorsman.

Janine Werner Boswell, 91, widow of Foreign Service officer William Boswell, died June 5 in Washington, D.C. The daughter of a Norwegian diplomat, she accompanied her husband on tours to Lisbon, Naples, Vienna, Paris, Rome, Milan and Cairo before his retirement in 1970.



<<< **John E. Devine**, 92, a retired Foreign Service officer, died Feb. 16 in Washington, D.C., from complications of Alzheimer's disease. He served in the Army Air Force during World War II. His overseas assignments included Cairo, Hamburg, Bonn, Vienna and Heidelberg. After his retirement in 1970, he worked for Business International. He loved the arts and traveled extensively.

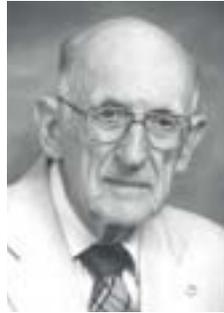


<<< **Daniel S. Endsley**, 85, a retired Foreign Service officer, died April 22 of pneumonia and diabetic complications in Los Altos, Calif. He served in the Navy in World War II. His overseas postings with the U.S. Information Agency included Sao Paulo, Saigon and Manila. He was a life-long sports fan and highly respected Little League coach.



<<< **Jerelyn "Jere" P. Ewing**, 70, wife of retired Foreign Service officer Raymond Ewing, died May 25 of cancer in Alexandria, Va. She accompanied her husband on overseas postings to Vienna, Lahore, Rome, Bern, Nicosia, Accra and Dar es Salaam. She was a painter and potter, and taught pottery. She was active in church and women's sharing groups.

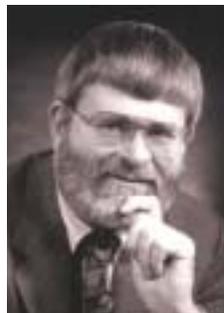
Margaret M. Gildea, 79, former wife of retired Foreign Service officer Robert V. Gildea, died April 5 in Arlington, Va. She accompanied her husband on overseas postings to Saigon, Frankfurt, Bangkok, Vientiane and Bonn. She taught English and was involved in women's clubs overseas.



<<< **Joseph R. Hutchins**, 87, a retired Foreign Service communications specialist, died May 19 in McConnelsville, Ohio. He was a Navy submarine veteran of World War II. He served overseas in Canberra and traveled the world setting up communications in advance of dignitaries' visits. After his retirement in 1975, he was active with gardening, genealogy, woodcrafting and volunteering at a hospital and rest home.



<<< **Kun Sik Lee**, 56, a Foreign Service officer, died Jan. 1 of cancer in Washington, D.C. He served in the military for 15 years before joining the Department in 2000.



<<< **Wilfred Graham Metson, Jr.**, 76, a retired Foreign Service officer, died April 24 of melanoma in Auburn, Calif. He served in the Army before joining the Department in 1958. His overseas postings included Mandalay, Rangoon, Taichung and Hong Kong. He retired in 1980. An avid birdwatcher, his travels in search of exotic species took him to many countries in Europe and Asia.



<<< **Florence L. Neverman**, 89, a retired Foreign Service secretary, died April 3 in Sarasota, Fla. She served in the Navy WAVES during World War II. Her overseas postings included Warsaw, Baghdad, Geneva, Copenhagen, Beirut, Tehran and Tokyo. She retired in 1971 to Sarasota.



<<< **Jerome H. Perlmutter**, 80, a retired Foreign Service officer, died Oct. 6. He served in the Navy during World War II. He joined the Department in 1962 and in 1972 was detailed to the National Foundation on the Arts and Humanities to head a program to encourage design excellence in federal architecture, graphics and publications. He retired in 1979.



<<< William Edward Reed, 91, a retired Foreign Service officer, died April 12 in Greensboro, N.C. His overseas assignments included Liberia, Nigeria and Ethiopia. Later, he was an associate dean and director of international programs at the North Carolina Agricultural & Technical State University. After retiring in 1988, he enjoyed his family and gardening.



<<< Edward E. Rice, 97, a retired Foreign Service officer, died April 13 in Tiburon, Calif. His overseas postings included Peking, Canton and several other Chinese cities, as well as Manila, Stuttgart and Hong Kong. After retirement, he was associated with the Center for Chinese Studies at the University of California and wrote two books: *Mao's Way* and *Wars of the Third Kind: Conflict in Underdeveloped Countries*.



<<< Erwin Clayton Seeley, 85, a retired Foreign Service officer, died April 11 in Fort Myers, Fla. He was an educator and taught in many countries overseas before joining the Foreign Service. He retired in 1986. He loved music and singing and volunteered for a hospice.

Beverly June Smith, a retired Foreign Service personnel officer, died May 23 in Mukwonago, Wis. Her overseas postings included Taiwan, Burma, Ivory Coast, Poland, Senegal, South Africa and Egypt. After her retirement in the mid-1990s, she enjoyed traveling and cultural activities.



<<< Michael Hogan Styles, 79, a retired Foreign Service officer, died April 5 of lymphoma in Reston, Va. He joined the Department in 1949 and served overseas in Tokyo. As director of the Office of Aviation, he led negotiations on international airline rights. After retiring in 1979, he formed a consulting company and was a founding member of the Osher Lifelong Learning Institute at George Mason University. He enjoyed gardening and reading.

Arthur Tienken, a retired Foreign Service officer, died May 7 of stomach cancer in Arlington, Va. He served in the Army in World War II. His overseas postings included Germany, Mozambique, Congo, Zambia, Tunisia, Ethiopia, Gabon and Belgium. After retiring in 1987, he served as a Department inspector and assisted in declassifying documents. He enjoyed golf, fishing, stamp collecting and singing.

Leonard F. Willems, a retired Foreign Service officer, died April 30 in Hamilton, Ontario, following a long illness. His overseas postings included Hong Kong, Lagos, Edinburgh, Moscow, Monrovia and Ottawa, where he retired in 1991. After retirement, he advised members of Parliament on immigration issues. He was known for his wit and storytelling skills.

In the Event of a Death

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960. Obituaries for employees, spouses, children and retirees should be submitted to *State Magazine* by mail to the address on the back cover or by e-mail to statemagazine@state.gov.



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“ We do this because you are a part of the greater State Department family, and it’s important for you to see where Mom or Dad works and learn about what they do. ”

*Teddy Taylor
Take Your Child
to Work Day
Page 9*



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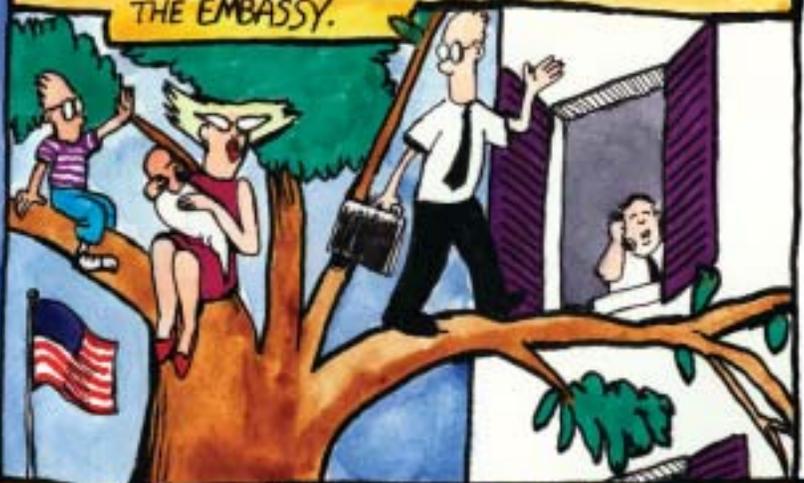
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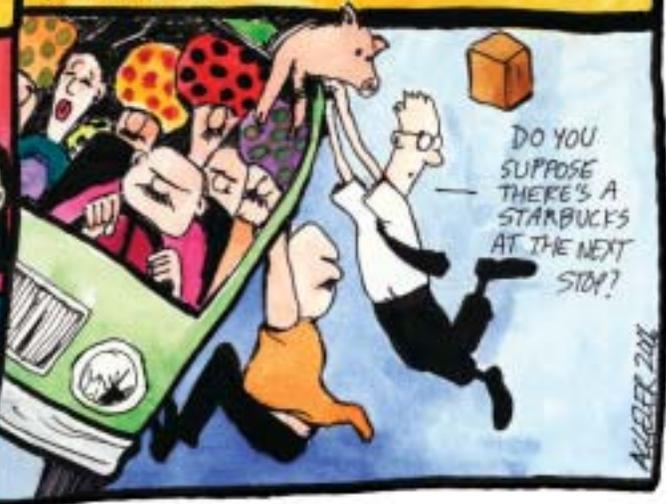
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ENTERTAINMENT OPTIONS ARE LIMITED. THE HIGHLIGHT OF THE WEEK AT THE AMERICAN CLUB IS SPIRITED FRIDAY NIGHT WAGERING ON WHERE LIZARD DROPPINGS WILL LAND. THE REGIONAL TROMBONIST VISITS QUARTERLY.

IT IS RECOMMENDED THAT LOCAL BUS SERVICE BE USED ONLY WHEN INSIDE SEATING IS AVAILABLE.





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